



**The Meeting Transcript of  
The Los Angeles County  
Board of Supervisors**

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**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

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**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1                   **[REPORT OF ACTION TAKEN IN CLOSED SESSION**

2                   **ON APRIL 12, 2005, BEGINS ON PAGE 192.]**

3  
4  
5  
6   **SUP. MOLINA, CHAIR:** GOOD MORNING. WE'RE GOING TO BEGIN THIS  
7 MORNING'S MEETING. IF I COULD ASK EVERYONE TO PLEASE TAKE A  
8 SEAT, WE WOULD APPRECIATE IT. THIS MORNING, OUR INVOCATION  
9 WILL BE LED BY THE RABBI RICHARD N. LEVY, WHO IS THE DIRECTOR  
10 OF THE SCHOOL OF RABBINIC STUDIES AT THE HEBREW UNION COLLEGE  
11 OF THE JEWISH INSTITUTE OF RELIGION HERE IN LOS ANGELES. OUR  
12 PLEDGE THIS MORNING WILL BE LED BY REX SULLIVAN, WHO IS THE  
13 COMMANDER OF THE SUGAR RAY ROBINSON POST 209 OF THE AMERICAN  
14 LEGION. WOULD YOU ALL PLEASE STAND.

15  
16   **RABBI RICHARD N. LEVY:** FROM TWO HEBREW PRAYERS THAT JEWS OFFER  
17 EVERY WEEKDAY WITH AN INTERPRETATION. (SPEAKING HEBREW) OH  
18 GOD, WHO GRACES HUMAN BEINGS WITH UNDERSTANDING, YOU CREATED  
19 THE WORLD WITH ONE LANGUAGE BUT FROM THE TIME MEN BUILT A  
20 TOWER IN BABEL, YOU DECREED THAT, IN GREAT CITIES, PEOPLE  
21 WOULD SHAPE MANY LANGUAGES, EACH ONE UNDERSTOOD BY SOME, EACH  
22 ONE CALLED FOREIGN BY OTHERS. (SPEAKING HEBREW) YOU WHO ARE  
23 THE JUDGE OF ALL THE EARTH, POUR OUT YOUR SPIRIT UPON THE  
24 JUDGES AND LAW GIVERS GATHERED HERE TODAY. GIVE THEM THE  
25 WISDOM TO LISTEN TO THE LANGUAGES OF THOSE WHO BROUGHT THEM TO



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 THIS CHAMBER. GUIDE THEM TO MAKE SUCH RIGHTEOUS JUDGMENTS THAT  
2 ALL WHO DWELL IN THIS METROPOLIS OF MANY TONGUES WILL NEED NO  
3 WORDS TO UNDERSTAND THAT YOU REIGN IN THE HEARTS OF THOSE WHO  
4 SUPERVISE THIS COUNTY, YOU, WHOSE RIGHTEOUS WORDS GIVE SHAPE  
5 TO US ALL. (SPEAKING HEBREW) BARUCH MEANS BLESSED. ATA MEANS  
6 YOU. ADONAI IS A NAME FOR GOD. BLESSED ARE YOU, ADONAI.  
7 (SPEAKING HEBREW) WHO LOVES THE WORDS RIGHTEOUSNESS AND  
8 JUSTICE IN EVERY LANGUAGE THEY ARE SPOKEN, BY EVERY PERSON WHO  
9 GOVERNS BY THEIR SPIRIT. MAY GOD BE WITH YOU ALL IN YOUR  
10 DIFFICULT DELIBERATIONS TODAY.

11

12 **REX SULLIVAN:** PLEASE STAND AND FACE THE FLAG, PLEASE AND JOIN  
13 ME IN THE PLEDGE OF ALLEGIANCE TO THE FLAG. [ PLEDGE OF  
14 ALLEGIANCE ]

15

16 **SUP. MOLINA, CHAIR:** I'D LIKE TO INTRODUCE SUPERVISOR  
17 ANTONOVICH FOR A SPECIAL INTRODUCTION.

18

19 **SUP. ANTONOVICH:** WE WOULD LIKE TO HAVE ALYSSA ROSSI NOW COME  
20 UP, WHO IS NOW GOING TO LEAD US IN THE NATIONAL ANTHEM. ALYSSA  
21 IS 14 YEARS OLD FROM THE ANTELOPE VALLEY. SHE'S A EIGHTH  
22 GRADER AT DESERT CHRISTIAN SCHOOL IN LANCASTER. SHE WAS BORN  
23 BLIND FROM BIRTH AND SHE DEVELOPED, AT THE AGE OF 7, HER  
24 SINGING ABILITIES AND, AT 7 YEARS OLD, SHE SANG WITH THE SING  
25 FOR JOY GOSPEL CHOIR. SHE'S SUNG NATIONAL ANTHEMS AT NUMEROUS





**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 COMMUNITY EVENTS, INCLUDING MY OATH OF OFFICE, THE DEDICATION  
2 OF THE COURTHOUSE IN ANTELOPE VALLEY, AMONG THE DEDICATIONS OF  
3 OUR FIRE STATIONS AND HER FATHER IS A MEMBER OF THE LOS  
4 ANGELES COUNTY FIRE DEPARTMENT AND SHE'S HERE TODAY TO SING  
5 THE NATIONAL ANTHEM.

6

7 **ALYSSA ROSSI:** <SINGING> O, SAY CAN YOU SEE BY THE DAWN'S EARLY  
8 LIGHT WHAT SO PROUDLY WE HAILED AT THE TWILIGHT'S LAST  
9 GLEAMING WHOSE BROAD STRIPES AND BRIGHT STARS THROUGH THE  
10 PERILOUS FIGHT O'ER THE RAMPARTS WE WATCHED WERE SO GALLANTLY  
11 STREAMING AND THE ROCKETS' RED GLARE THE BOMBS BURSTING IN AIR  
12 GAVE PROOF THROUGH THE NIGHT THAT OUR FLAG WAS STILL THERE O  
13 SAY DOES THAT STAR SPANGLED BANNER YET WAVE O'ER THE LAND OF  
14 THE FREE AND THE HOME OF THE BRAVE [ APPLAUSE ]

15

16 **SUP. ANTONOVICH:** SHE'S JOINED BY HER FATHER, JOHN AND HER  
17 MOTHER, KIM. [ APPLAUSE CONTINUES ]

18

19 **SUP. MOLINA, CHAIR:** THANK YOU. THAT WAS VERY SPECIAL. THANK  
20 YOU, SUPERVISOR ANTONOVICH. I'D LIKE TO INTRODUCE-- I MEAN,  
21 SUPERVISOR YAROSLAVSKY FOR A PRESENTATION.

22

23 **SUP. YAROSLAVSKY:** MADAM CHAIR, IT'S MY PRIVILEGE THIS MORNING  
24 TO WELCOME TO THE BOARD ROOM AND THANK HIM FOR HIS INVOCATION,  
25 RABBI RICHARD LEVY, WHO IS THE DIRECTOR OF THE SCHOOL OF



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 RABBINIC STUDIES AT THE HEBREW UNION COLLEGE, JEWISH INSTITUTE  
2 OF RELIGION HERE IN LOS ANGELES. IN 1999, RABBI LEVY COMPLETED  
3 A TWO-YEAR TERM AS THE PRESIDENT OF THE CENTRAL CONFERENCE OF  
4 AMERICAN RABBIS AND WAS THE ARCHITECT OF THE STATEMENT OF  
5 PRINCIPLES FOR REFORMED JUDAISM, ENTITLED, "THE PITTSBURGH  
6 PRINCIPLES", WHICH OVERWHELMINGLY PASSED AT THE MAY, 1999,  
7 CONFERENCE CONVENTION. MADE A LITTLE BIT OF NEWS, IF MY MEMORY  
8 IS CORRECT. PRIOR TO JOINING THE ADMINISTRATION AT THE HEBREW  
9 UNION COLLEGE, RABBI LEVY WAS EXECUTIVE DIRECTOR OF THE LOS  
10 ANGELES HILLEL COUNCIL. I MIGHT ADD THAT, BEFORE THAT, HE WAS  
11 A DIRECTOR OF THE U.C.L.A. HILLEL, WHERE I GOT TO KNOW HIM AS  
12 A U.C.L.A. STUDENT AND HE WAS ONE OF TWO RABBIS WHO MARRIED ME  
13 AND BARBARA IN 1971. BORN IN ROCHESTER, NEW YORK, RABBI LEVY  
14 IS A HARVARD COLLEGE GRADUATE AND HAS WRITTEN, EDITED AND  
15 TRANSLATED SEVERAL HOLY DAY PRAYER BOOKS CONTINUES TO LECTURE  
16 ON LITURGY, RABBINIC LITERATURE AND JEWISH SOURCES FOR  
17 COMMUNAL PRACTICE AT THE COLLEGE. HE IS MARRIED AND HAS TWO  
18 BEAUTIFUL DAUGHTERS, ONE OF WHOM WAS A CLASSMATE OF MY  
19 DAUGHTER'S, AND I WILL SAY THIS, THAT RABBI LEVY GAVE ME-- IF  
20 YOU DON'T WANT-- IF YOU'RE TIRED OF MY BEING IN PUBLIC OFFICE,  
21 HE'S THE REASON I'M IN PUBLIC OFFICE, BECAUSE HE GAVE ME A  
22 NEST AT U.C.L.A. WHEN I WAS FIRST STARTING UP MY SOCIAL ACTION  
23 MOVEMENTS WHEN A LOT OF PEOPLE DIDN'T WANT ME RAISING A FUSS.  
24 BUT HE EMPOWERED ME AND, FOR THAT, I WILL ALWAYS BE GRATEFUL



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 AND SO WILL A LOT OF OTHER PEOPLE. SO, RICHARD, THANK YOU. [  
2 APPLAUSE ]

3

4 **SUP. BURKE:** I'M VERY PLEASED TO WELCOME REX SULLIVAN, WHO IS  
5 THE FOUNDER OF THE SUGAR RAY ROBINSON POST NUMBER 209 OF THE  
6 AMERICAN LEGION. HE HAS BEEN A RESIDENT OF THE SECOND DISTRICT  
7 FOR MANY YEARS, AND A LEADER IN THE SECOND DISTRICT. AND WHAT  
8 SERVICE WERE YOU IN?

9

10 **REX SULLIVAN:** I WAS IN THE PARATROOPERS, 82ND.

11

12 **SUP. BURKE:** 82ND PARATROOPERS. I HAD A COUSIN IN THAT. THANK  
13 YOU FOR BEING HERE.

14

15 **REX SULLIVAN:** THANK YOU, MA'AM. [ APPLAUSE ]

16

17 **CLERK VARONA-LUKENS:** MADAM CHAIR, MEMBERS OF THE BOARD, WE'LL  
18 BEGIN ON PAGE 8. ON ITEM CS-1, THE COUNTY COUNSEL REQUESTS  
19 THAT THE ITEM BE REFERRED BACK TO HIS OFFICE.

20

21 **SUP. MOLINA, CHAIR:** SO ORDERED.

22

23 **CLERK VARONA-LUKENS:** ON PAGE 11, AS NOTED ON THE GREEN SHEET,  
24 ON ITEM S-1, THE DIRECTOR REQUESTS THAT THE ITEM BE CONTINUED  
25 TWO WEEKS.





**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1

2 **SUP. MOLINA, CHAIR:** ALL RIGHT. SO ORDERED ON THAT CONTINUANCE.

3

4 **CLERK VARONA-LUKENS:** AGENDA FOR THE MEETING OF THE COMMUNITY  
5 DEVELOPMENT COMMISSION, ITEM 1-D.

6

7 **SUP. MOLINA, CHAIR:** MOVED BY SUPERVISOR BURKE, SECONDED BY  
8 SUPERVISOR YAROSLAVSKY. IF THERE'S NO OBJECTION, SO ORDERED.

9

10 **CLERK VARONA-LUKENS:** AGENDA FOR THE MEETING OF THE HOUSING  
11 AUTHORITY, ITEMS 1-H AND 2-H.

12

13 **SUP. MOLINA, CHAIR:** MOVED BY SUPERVISOR ANTONOVICH, SECONDED  
14 BY SUPERVISOR KNABE. IF THERE'S NO OBJECTION, SO ORDERED.

15

16 **CLERK VARONA-LUKENS:** AGENDA FOR THE MEETING OF THE PUBLIC  
17 WORKS FINANCING AUTHORITY, ITEM 1-F.

18

19 **SUP. MOLINA, CHAIR:** MOVED BY SUPERVISOR YAROSLAVSKY, SECONDED  
20 BY SUPERVISOR KNABE. IF THERE'S NO OBJECTION, SO ORDERED.

21

22 **CLERK VARONA-LUKENS:** AGENDA FOR THE MEETING OF THE REGIONAL  
23 PARK AND OPEN SPACE DISTRICT, ITEM 1-P.

24



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1   **SUP. MOLINA, CHAIR:** MOVED BY SUPERVISOR ANTONOVICH, SECONDED  
2   BY SUPERVISOR BURKE. IF THERE'S NO OBJECTION, SO ORDERED.

3

4   **CLERK VARONA-LUKENS:** BOARD OF SUPERVISORS, ITEMS 1 THROUGH 20,  
5   I HAVE THE FOLLOWING REQUEST. ON ITEM NUMBER 6, HOLD FOR A  
6   MEMBER OF THE PUBLIC. ON ITEM NUMBER 12, AS NOTED ON THE GREEN  
7   SHEET, SUPERVISOR ANTONOVICH REQUESTS THE ITEM BE CONTINUED  
8   ONE WEEK. HOWEVER, WE HAVE A REQUEST FROM MEMBERS OF THE  
9   PUBLIC TO SPEAK ON THAT ITEM.

10

11   **SUP. MOLINA, CHAIR:** ALL RIGHT. WE WILL HOLD THAT ITEM FOR THE  
12   SPEAKERS.

13

14   **CLERK VARONA-LUKENS:** ON ITEM 13, HOLD FOR SUPERVISOR KNABE AND  
15   SUPERVISOR ANTONOVICH AND MEMBERS OF THE PUBLIC. AND THE REST  
16   ARE BEFORE YOU.

17

18   **SUP. MOLINA, CHAIR:** ON THE REMAINDER, MOVED BY SUPERVISOR  
19   ANTONOVICH, SECONDED BY SUPERVISOR BURKE. IF THERE'S NO  
20   OBJECTION, SO ORDERED.

21

22   **CLERK VARONA-LUKENS:** ADMINISTRATIVE OFFICER, ITEMS 21 AND 22.  
23   ON ITEM 22, HOLD FOR SUPERVISOR MOLINA.

24



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1   **SUP. MOLINA, CHAIR:** ON ITEM NUMBER 21, MOVED BY SUPERVISOR  
2   YAROSLAVSKY, SECONDED BY SUPERVISOR KNABE. IF THERE'S NO  
3   OBJECTION, SO ORDERED.

4

5   **CLERK VARONA-LUKENS:** AGRICULTURAL COMMISSIONER, WEIGHTS AND  
6   MEASURES, ITEM 23.

7

8   **SUP. MOLINA, CHAIR:** MOVED BY SUPERVISOR ANTONOVICH, SECONDED  
9   BY SUPERVISOR BURKE. IF THERE'S NO OBJECTION, SO ORDERED.

10

11   **CLERK VARONA-LUKENS:** CHILDREN AND FAMILY SERVICES. ON ITEM 24,  
12   HOLD FOR SUPERVISOR KNABE.

13

14   **SUP. MOLINA, CHAIR:** THAT ITEM WILL BE HELD.

15

16   **CLERK VARONA-LUKENS:** COMMUNITY DEVELOPMENT COMMISSION, ITEM  
17   25.

18

19   **SUP. MOLINA, CHAIR:** MOVED BY SUPERVISOR BURKE, SECONDED BY  
20   SUPERVISOR YAROSLAVSKY. IF THERE'S NO OBJECTION, SO ORDERED.

21

22   **CLERK VARONA-LUKENS:** DISTRICT ATTORNEY. ON ITEM 26, THE  
23   DISTRICT ATTORNEY REQUESTS THE ITEM BE REFERRED BACK TO THE  
24   DEPARTMENT.

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1    **SUP. MOLINA, CHAIR:** THAT ITEM WILL BE REFERRED BACK.

2

3    **CLERK VARONA-LUKENS:** HEALTH SERVICES, 27.

4

5    **SUP. MOLINA, CHAIR:** MOVED BY SUPERVISOR YAROSLAVSKY, SECONDED  
6    BY SUPERVISOR BURKE. IF THERE'S NO OBJECTION, SO ORDERED.

7

8    **CLERK VARONA-LUKENS:** MENTAL HEALTH, ITEMS 28 AND 29.

9

10    **SUP. MOLINA, CHAIR:** MOVED BY SUPERVISOR ANTONOVICH, SECONDED  
11    BY SUPERVISOR YAROSLAVSKY. IF THERE'S NO OBJECTION, SO  
12    ORDERED.

13

14    **CLERK VARONA-LUKENS:** PARKS AND RECREATION, ITEM 30.

15

16    **SUP. MOLINA, CHAIR:** MOVED BY SUPERVISOR BURKE, SECONDED BY  
17    SUPERVISOR KNABE. IF THERE'S NO OBJECTION, SO ORDERED.

18

19    **CLERK VARONA-LUKENS:** PROBATION. ON ITEM 31, HOLD FOR  
20    SUPERVISOR BURKE.

21

22    **SUP. MOLINA, CHAIR:** OKAY. WE'LL HOLD THAT ITEM.

23

24    **SUP. YAROSLAVSKY:** WHICH ITEM IS THAT? 31?

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1    **SUP. MOLINA, CHAIR:** ITEM 31. PROBATION.

2

3    **CLERK VARONA-LUKENS:** PUBLIC SOCIAL SERVICES. ON ITEM 32, THE  
4    DIRECTOR REQUESTS A ONE-WEEK CONTINUANCE. AND, ON ITEM 33, AS  
5    NOTED ON THE GREEN SHEET, SUPERVISOR ANTONOVICH REQUESTS THE  
6    ITEM BE CONTINUED ONE WEEK.

7

8    **SUP. MOLINA, CHAIR:** ALL RIGHT. THAT ITEM WILL BE CONTINUED FOR  
9    A WEEK.

10

11    **CLERK VARONA-LUKENS:** PUBLIC WORKS, ITEMS 34 THROUGH 49. ON  
12    ITEM NUMBER 34, SUPERVISOR KNABE AND A MEMBER OF THE PUBLIC  
13    REQUEST THAT THE ITEM BE HELD. AND THE REST ARE BEFORE YOU.

14

15    **SUP. MOLINA, CHAIR:** THAT ITEM WILL BE HELD. AND, ON THE  
16    REMAINDER, MOVED BY SUPERVISOR KNABE, SECONDED BY SUPERVISOR  
17    ANTONOVICH. IF THERE'S NO OBJECTION, SO ORDERED.

18

19    **CLERK VARONA-LUKENS:** ON PAGE 29, SHERIFF, ITEMS 50 AND 51. ON  
20    ITEM 50, HOLD FOR SUPERVISOR KNABE.

21

22    **SUP. MOLINA, CHAIR:** ON ITEM 51, MOVED BY SUPERVISOR  
23    YAROSLAVSKY, SECONDED BY SUPERVISOR KNABE. IF THERE'S NO  
24    OBJECTION, SO ORDERED.

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 **CLERK VARONA-LUKENS:** MISCELLANEOUS COMMUNICATION, ITEMS 52  
2 THROUGH 55. ON ITEM NUMBER 53, THE COUNTY COUNSEL REQUESTS  
3 THAT ONLY THE CORRECTIVE ACTION PORTION BE CONTINUED TWO  
4 WEEKS. SO THE REMAINDER OF THAT ITEM AND THE OTHER ITEMS ARE  
5 BEFORE YOU.

6

7 **SUP. MOLINA, CHAIR:** OKAY. ON THE REMAINING-- ON THE OTHER  
8 ITEMS, ALL OF THE SETTLEMENTS ARE APPROVED WITH THE EXCEPTION  
9 OF 53 ON THE CORRECTIVE ACTION. WITH THAT, MOVED BY SUPERVISOR  
10 YAROSLAVSKY, SECONDED BY SUPERVISOR BURKE. IF THERE'S NO  
11 OBJECTION, SO ORDERED.

12

13 **CLERK VARONA-LUKENS:** ORDINANCES FOR ADOPTION, ITEMS 56 AND 57.

14

15 **SUP. MOLINA, CHAIR:** MOVED BY SUPERVISOR ANTONOVICH, SECONDED  
16 BY SUPERVISOR BURKE. IF THERE'S NO OBJECTION, SO ORDERED.

17

18 **CLERK VARONA-LUKENS:** SEPARATE MATTERS, ITEMS 58 THROUGH 60. 58  
19 IS BEFORE YOU.

20

21 **SUP. MOLINA, CHAIR:** MOVED BY SUPERVISOR KNABE, SECONDED BY  
22 SUPERVISOR YAROSLAVSKY. IF THERE'S NO OBJECTION, SO ORDERED.

23

24 **CLERK VARONA-LUKENS:** 59 IS THE TREASURER AND TAX COLLECTOR'S  
25 RECOMMENDATION TO ADOPT RESOLUTION AUTHORIZING THE ISSUANCE





**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 AND SALE OF ANTELOPE VALLEY COMMUNITY COLLEGE DISTRICT GENERAL  
2 OBLIGATION BONDS, ELECTION 2004 SERIES A, IN AGGREGATE  
3 PRINCIPAL AMOUNT NOT TO EXCEED \$30 MILLION.

4

5 **SUP. MOLINA, CHAIR:** MOVED BY SUPERVISOR ANTONOVICH, SECONDED  
6 BY SUPERVISOR KNABE. IF THERE'S NO OBJECTION, SO ORDERED.

7

8 **CLERK VARONA-LUKENS:** NUMBER 60, TREASURER AND TAX COLLECTOR'S  
9 RECOMMENDATION TO ADOPT RESOLUTION AUTHORIZING THE ISSUANCE  
10 AND SALE OF SANTA MONICA COMMUNITY COLLEGE DISTRICT, GENERAL  
11 OBLIGATION BONDS 2004 ELECTION, 2005 SERIES A, IN AGGREGATE  
12 PRINCIPAL AMOUNT NOT TO EXCEED \$58 MILLION.

13

14 **SUP. MOLINA, CHAIR:** MOVED BY SUPERVISOR YAROSLAVSKY, SECONDED  
15 BY SUPERVISOR BURKE. IF THERE'S NO OBJECTION, SO ORDERED.

16

17 **CLERK VARONA-LUKENS:** MISCELLANEOUS, ADDITIONS TO THE AGENDA  
18 REQUESTED BY BOARD MEMBERS AND THE CHIEF ADMINISTRATIVE  
19 OFFICER WHICH WERE POSTED MORE THAN 72 HOURS IN ADVANCE OF THE  
20 MEETING, AS INDICATED ON THE GREEN SUPPLEMENTAL AGENDA. ON  
21 ITEM 61-A, HOLD FOR SUPERVISOR BURKE AND A MEMBER OF THE  
22 PUBLIC.

23

24 **SUP. MOLINA, CHAIR:** WE'LL HOLD THAT ITEM.

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 **CLERK VARONA-LUKENS:** AND 61-B IS BEFORE YOU.

2

3 **SUP. MOLINA, CHAIR:** MOVED BY SUPERVISOR KNABE, SECONDED BY  
4 SUPERVISOR BURKE. IF THERE'S NO OBJECTION, SO ORDERED ON THAT  
5 ITEM.

6

7 **CLERK VARONA-LUKENS:** AND THAT COMPLETES THE AGENDA. BOARD OF  
8 SUPERVISORS' SPECIAL ITEMS BEGINS WITH SUPERVISORIAL DISTRICT  
9 NO. 2.

10

11 **SUP. MOLINA, CHAIR:** ALL RIGHT. WE'RE GOING TO BEGIN WITH  
12 PRESENTATIONS FROM MS. BURKE'S OFFICE.

13

14 **SUP. BURKE:** I'D LIKE TO CALL UP THE PEOPLE FROM EL NIDO. ARE  
15 THEY HERE? ARE THE REPRESENTATIVES FROM EL NIDO COMING  
16 FORWARD? WE HAVE LIZ HERRERA, STUART BURTON AND OTHER  
17 REPRESENTATIVES OF EL NIDO FAMILY CENTER. EL NIDO FAMILY  
18 CENTER WAS FOUNDED IN 1925 BY THE LOCAL CHAPTER OF THE  
19 NATIONAL COUNCIL OF JEWISH WOMEN. ITS FIRST PROJECT WAS A CAMP  
20 IN LAUREL CANYON FOR UNDERPRIVILEGED AND PRE-TUBERCULAR GIRLS.  
21 THROUGH THE YEARS, EL NIDO EXPANDED TO OPERATE RESIDENTIAL  
22 COUNSELING CENTERS FOR GIRLS AND BOYS. IT ADDED FAMILY  
23 COUNSELING AND JOINED WITH THE L.A. UNIFIED SCHOOL DISTRICT TO  
24 OFFER SCHOOL-BASED COUNSELING, WHICH WAS CONSIDERED A  
25 REVOLUTIONARY CONCEPT FOR ITS TIME. IN THE 1970S, EL NIDO



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 BECAME INDEPENDENT FROM THE NATIONAL COUNCIL OF JEWISH WOMEN.  
2 EL NIDO ALSO INCLUDED OTHER SERVICES: ONE-ON-ONE COUNSELING AT  
3 INNER CITY CHURCHES AND COMMUNITY CENTERS. IT REPLACED ITS  
4 RESIDENTIAL HOMES WITH A NETWORK OF OUTREACH OFFICES TO  
5 PROVIDE IN-HOME SERVICES. IT ALSO DEVELOPED STRONG  
6 RELATIONSHIPS WITH UNIVERSITIES AND COLLEGES IN LOS ANGELES TO  
7 PROVIDE PRACTICAL FIELD TRAINING FOR SOCIAL WORK AND  
8 COUNSELING STUDENTS. IN THE LAST 20 YEARS, EL NIDO HAS  
9 PROVIDED PREGNANCY PREVENTION PROGRAMS FOR TEENAGERS,  
10 PARENTING SKILLS, EDUCATION FOR TEENS AND OLDER PARENTS AND  
11 CHILD ABUSE PREVENTION AND INTERVENTION PROGRAMS. IT ALSO  
12 OPERATES DELINQUENCY DIVERSION PROGRAMS, FAMILY LITERACY  
13 PROGRAMS AND SCHOLARSHIPS FOR GRADUATING TEENAGE STUDENTS WHO  
14 ATTEND COLLEGE AND VOCATIONAL SCHOOLS. IT ALSO PROVIDES  
15 GUIDANCE FOR SUCCESSFUL EMPLOYMENT AND COMMUNITY LIVING. EL  
16 NIDO'S CURRENT STAFF OF 170 DEDICATED PROFESSIONAL PROVIDE  
17 GUIDANCE AND COUNSELING TO ALMOST 20,000 INFANTS, CHILDREN,  
18 TEENAGERS AND FAMILIES EVERY YEAR THROUGH 10 LOCATIONS IN  
19 SOUTH CENTRAL LOS ANGELES, COMPTON, CARSON, SANTA MONICA, SAN  
20 FERNANDO VALLEY AND THE ANTELOPE VALLEY. IT IS WITH GREAT  
21 PLEASURE THAT, ON BEHALF OF THE BOARD OF SUPERVISORS, I  
22 COMMEND EL NIDO FAMILY CENTERS ON ITS 80TH ANNIVERSARY FOR  
23 PROVIDING SERVICES TO DISADVANTAGED AND UNDERSERVED FAMILIES  
24 THROUGHOUT LOS ANGELES. AND TO LIZ. [ APPLAUSE ]

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1   **LIZ HERRERA:** THANK YOU SO MUCH, SUPERVISOR BURKE, FOR THIS  
2   VERY SPECIAL RECOGNITION OF EL NIDO'S 80 YEARS OF SERVICE TO  
3   AT-RISK CHILDREN, YOUTH AND FAMILIES IN THIS COUNTY. IT HAS  
4   BEEN SUCH A PRIVILEGE TO DO THIS WORK. WE ARE VERY PROUD OF  
5   OUR ACCOMPLISHMENTS BUT, MORE IMPORTANTLY, OF THE  
6   ACCOMPLISHMENTS OF THE MANY CHILDREN AND FAMILIES THAT WE HAVE  
7   HAD THE PRIVILEGE OF WORKING WITH. AND I WANT TO SO MUCH THANK  
8   THE BOARD OF SUPERVISORS FOR YOUR SUPPORT AND TRUST IN OUR  
9   SERVICES, WHICH HAS MADE MUCH OF OUR WORK POSSIBLE. THANK YOU  
10  SO MUCH.

11

12  **SUP. BURKE:** CONGRATULATIONS. [ APPLAUSE ]

13

14  **SUP. BURKE:** I'D LIKE TO CALL UP NOW SAFETY SEAT CHECKUP WEEK.  
15  AND WE HAVE STEPHANIE TOMBRELLO AND JOAN JACKSON TO COME  
16  FORWARD. EVERY YEAR, WE HAVE A CHANCE TO REMIND PEOPLE HOW  
17  IMPORTANT IT IS TO HAVE CHILD SEATS THAT ARE SAFE AND ALSO TO  
18  MAKE SURE THAT INJURIES TO CHILDREN ARE PREVENTED. THE NUMBER  
19  ONE PREVENTABLE CAUSE OF DEATH AND INJURY FOR CHILDREN AND  
20  YOUNG ADULTS IS AUTOMOBILE COLLISIONS. EVERY YEAR, 150 CHILD  
21  PASSENGERS UNDER THE AGE OF 16 YEARS ARE KILLED AND 24,000 ARE  
22  INJURED IN AUTOMOBILE COLLISIONS IN CALIFORNIA. UP TO 71% OF  
23  THE CHILDREN WHO DIED WOULD BE ALIVE TODAY IF THEY HAD BEEN  
24  PROPERLY RESTRAINED IN CRASH-TESTED CAR SAFETY SEATS OR SAFETY  
25  BELTS. ONLY ABOUT 60% OF CHILDREN ARE PROPERLY RESTRAINED ON



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 EVERY AUTO RIDE DESPITE THE FACT THAT LOW COST CRASH-TESTED  
2 SAFETY SEATS ARE AVAILABLE AT CAR SAFETY SEAT DISTRIBUTION  
3 PROGRAMS. THE SEATS ARE ALSO WIDELY AVAILABLE AT MODERATE  
4 PRICES AT RETAIL STORES THROUGHOUT THE STATE. THE STATE OF  
5 CALIFORNIA HAS RULED THAT, UNTIL CHILDREN ARE SIX YEARS OLD OR  
6 WEIGH 60 POUNDS, THEY MUST BE RESTRAINED IN CHILD SAFETY SEATS  
7 IN THE BACK SEAT WHEN RIDING IN MOTOR VEHICLES AND ALL OUR  
8 OCCUPANTS MUST BE PROPERLY RESTRAINED IN SAFETY SEATS OR  
9 SAFETY BELTS. SAFETYBELTSAFE U.S.A. HAS BEEN DEDICATED FOR 25  
10 YEARS TO PROTECTING CHILDREN FROM INJURY OR DEATH WHILE  
11 TRAVELING IN MOTOR VEHICLES. ON BEHALF OF THE BOARD OF  
12 SUPERVISORS, I HEREBY DECLARE THE WEEK OF APRIL 10TH THROUGH  
13 THE 16TH SAFETY SEAT CHECKUP WEEK THROUGHOUT THE COUNTY OF LOS  
14 ANGELES. I URGE PARENTS TO PROVIDE THEIR CHILDREN AND  
15 THEMSELVES WITH PROPER RESTRAINTS WHEN ON THE ROAD. AND WE'RE  
16 PRESENTING THIS TO STEPHANIE TOMBRELLO.

17  
18 **STEPHANIE TOMBRELLO:** THANK YOU VERY MUCH.

19  
20 **SUP. BURKE:** JOAN JACKSON HAS ALSO BEEN HERE WITH US.

21  
22 **JOAN JACKSON:** THANK YOU VERY MUCH, SUPERVISOR BURKE AND FOR  
23 ALL OF US IN LOS ANGELES COUNTY, IT'S A REAL PLEASURE TO BE  
24 HERE AT THE BOARD OF SUPERVISORS BECAUSE THE COUNTY OF LOS  
25 ANGELES HAS CERTAINLY STRENGTHENED AND ENCOURAGED THIS ISSUE.



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 I WANT TO INVITE EVERYONE TO COME ON APRIL 16TH TO PETERSON  
2 AUTOMOTIVE MUSEUM BETWEEN 10:00 AND 2:00 IF YOU WANT TO HAVE  
3 YOUR SAFETY SEAT CHECKED TO SEE IF YOU'RE USING IT PROPERLY,  
4 AND I WANT TO REMIND THOSE WHO HAVE OLDER CHILDREN THAT IT IS  
5 ABSOLUTELY ESSENTIAL FOR THEM TO USE BOOSTER SEATS UNTIL THEY  
6 FIT THE FIVE-STEP TEST. WE CAN REDUCE 59% OF THE INJURIES AND  
7 THINK ABOUT WHAT THAT WILL DO FOR THE CHILDREN AND ALSO FOR  
8 OUR BANK ACCOUNTS, BECAUSE HEALTHCARE IS NOW SUCH A VERY  
9 EXPENSIVE PART OF EVERYONE'S BUDGET. SO, THANK YOU VERY MUCH  
10 AND I WANT TO PRESENT A PACKET TO EACH OF THE BOARD OF  
11 SUPERVISORS' MEMBERS TO SHARE WITH THEIR OFFICES AND THANK YOU  
12 AGAIN. [ APPLAUSE ]

13

14 **SUP. BURKE:** THANK YOU VERY MUCH. WHILE SHE'S PASSING THOSE  
15 OUT, I'D LIKE TO ASK JOANNA DOVE HAYES TO COME FORWARD. AND WE  
16 ALL KNOW YOUR DAD. [ LIGHT LAUGHTER ]

17

18 **SUP. BURKE:** WE SEE HIM, HE COMES HERE AND HE SPEAKS AND SOME  
19 OF US HAVE KNOWN HIM FOR MANY, MANY YEARS BUT WE ALL WERE JUST  
20 SO PLEASED AND JUST SO HONORED AS WE WATCHED YOU. I KNOW THAT  
21 I-- EVERY TIME YOU WERE COMING UP FOR A RACE, I HAD TO CANCEL  
22 EVERYTHING ELSE TO WATCH BECAUSE YOU HAD MANY, MANY  
23 SUPPORTERS, PARTICULARLY HERE IN THE COUNTY OF LOS ANGELES AND  
24 JOANNA WAS BORN DECEMBER 23RD, 1976, IN WILLIAMSPORT,  
25 PENNSYLVANIA AND SHE'S THE DAUGHTER, AS WE ALL KNOW, OF





**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 HOMELESS ADVOCATE, TED HAYES. SHE MOVED WITH HER FAMILY TO  
2 CALIFORNIA. SHE RAN AND SPRINTED ALONGSIDE HER FATHER, HER  
3 BROTHERS AND SISTERS IN IMPROMPTU RACES AND WENT ON TO STAR IN  
4 TRACK AND FIELD IN J. W. NORTH HIGH SCHOOL IN RIVERSIDE. IN  
5 1995, SHE WAS NAMED GATORADE ATHLETE OF THE YEAR. SHE WENT ON  
6 TO U.C.L.A. AND COMPLETED HER B.A. IN SOCIOLOGY IN 2001. WHILE  
7 AT U.C.L.A., SHE WON NUMEROUS TITLES, INCLUDING BACK-TO-  
8 BACKPACK 10 CHAMPIONSHIPS IN THE 400 METER HURDLES IN 1998 AND  
9 1999. SHE MISSED IN OLYMPIC TRIALS IN 2000 BY ONE-TENTH OF A  
10 SECOND. AT VARIOUS TIMES, SHE SUSTAINED INJURIES IN  
11 COMPETITION FROM A STRAINED RIGHT HAMSTRING TO A HYPEREXTENDED  
12 RIGHT KNEE AND TOOK TWO YEARS OFF COMPETITION FROM 2000 TO  
13 2002. IN HER YEARS OFF, SHE WORKED WITH COMMUNITY SERVICE  
14 ORGANIZATIONS, ALWAYS TEACHING AND COUNSELING CHILDREN AND  
15 TEENAGERS. WHEN SHE RETURNED TO THE TRACK AND FIELD, SHE WON A  
16 TRIP TO THE 2004 U.S. OLYMPIC TRIALS IN SACRAMENTO. THIS TIME,  
17 SHE WON A BERTH ON THE U.S. OLYMPIC TEAM AND TRAVELED TO  
18 ATHENS. THERE SHE WON THE HUNDRED METER HURDLES GOLD MEDAL. [  
19 APPLAUSE ]

20

21 **SUP. BURKE:** AND SHE SHATTERED THE OLYMPIC RECORD WITH 12.37  
22 SECONDS. [ APPLAUSE ]

23

24 **SUP. BURKE:** IN 2004, SHE ALSO BECAME THE ONLY AMERICAN WOMAN  
25 RANKED IN THE TOP 10 OVERALL TRACK AND FIELD POINTS IN THE



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 WORLD. SHE'S CURRENTLY A TRACK AND FIELD COACH AT BRENTWOOD  
2 MIDDLE AND HIGH SCHOOL, WHERE SHE COACHES HURDLES AND JUMPS.  
3 SHE'S ALSO PARTNERED WITH FELLOW OLYMPIAN MALACHI DAVIS AS A  
4 PERSONAL TRAINER DEALING WITH CHILDREN IN SPORTS AND WITH  
5 ADULTS WHO DESIRE A HEALTHIER AND MORE ACTIVE WAY OF LIFE. SHE  
6 CONTINUES TO BE CONCERNED WITH THE WELLBEING OF CHILDREN AND  
7 OF THE LESS FORTUNATE AND I'M JUST VERY PLEASED. I UNDERSTAND  
8 WHERE YOU GOT YOUR ATHLETIC ABILITY. WE KNOW YOUR DAD IS A BIG  
9 SKATER AND WHAT IS IT...

10

11 **TED HAYES:** CRICKET.

12

13 **SUP. BURKE:** CRICKET PLAYER AND ALL OF THOSE THINGS, SO WE KNOW  
14 YOU GOT IT, YOU KNOW, NATURALLY BUT I'M PLEASED TO RECOGNIZE  
15 THIS IMMORTAL ATHLETE AND FINE YOUNG PERSON WITH THIS SCROLL  
16 IN COMMEMORATION OF HER OLYMPIC GOLD MEDAL AND RECORD MAKING  
17 VICTORY IN THE HUNDRED METER HURDLES AT THE 28TH OLYMPIAD IN  
18 ATHENS, GREECE. [ APPLAUSE ]

19

20 **JOANNA DOVE HAYES:** GOOD MORNING, HONORABLE SUPERVISORS.  
21 SUPERVISOR YVONNE BRATHWAITE BURKE, I WOULD LIKE TO THANK YOU  
22 FOR THIS INCREDIBLE HONOR AND GOOD MORNING TO ALL OF YOU IN  
23 ATTENDANCE. I JUST REALLY QUICKLY WANT TO SAY THIS IS AN HONOR  
24 FOR ME TO BE HERE AND TO, I GUESS, INTERRUPT YOUR MEETINGS AND  
25 I KNOW YOU HAVE A LOT OF BUSINESS TO DO, SO I'LL BE BRIEF.



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 JUST COMPETING FOR THE UNITED STATES IN THE OLYMPICS WAS, SO  
2 FAR IN MY LIFE, THE GREATEST HONOR I'VE HAD AND I DIDN'T QUITE  
3 SHATTER THE RECORD, I JUST BROKE IT BY 1/100TH OF A SECOND, SO  
4 IT WAS CLOSE. BUT, YOU KNOW, I JUST-- I'VE BEEN IN L.A., I  
5 MOVED HERE WHEN I WAS 18 AND I'VE BEEN BACK AND FORTH WITH MY  
6 FATHER SINCE I WAS YOUNG. AND, ACTUALLY, I'VE ONLY BEEN TO  
7 THIS BUILDING ONCE, IT WAS IN 1985, I THINK I WAS 8-1/2 AND,  
8 ACTUALLY, IT WAS HIS FIRST ARREST, SO... [ LAUGHTER ]

9

10 **JOANNA DOVE HAYES:** I KNEW HE'D KNEW HOW TO GET HERE SO HE  
11 BROUGHT ME HERE. I KNOW HE'S BEEN HERE A LOT AND I'M SURE A  
12 LOT OF YOU HERE, YOU KNOW, YOU LOVE HIM OR YOU HATE HIM BUT  
13 YOU'VE GOT TO RESPECT HIM AND THAT'S JUST, YOU KNOW, THAT'S MY  
14 DAD AND I'VE-- HE'S-- A LOT OF THE MEMBERS FROM THE DOME  
15 VILLAGE ARE HERE TO SUPPORT ME AND I'D LIKE TO THANK THEM.  
16 AND, YOU KNOW, I'D LIKE TO JUST THANK THE CITY FOR, YOU KNOW,  
17 EVERYTHING THAT THEY HAVE DONE FOR MY FATHER AND I JUST HOPE  
18 THAT IT CONTINUES AND I'LL BE RUNNING FOR, HOPEFULLY, YOU  
19 KNOW, A LOT MORE YEARS AND MAYBE I CAN COME BACK IN ANOTHER,  
20 YOU KNOW, FOUR YEARS AND GET ANOTHER ONE OF THESE. AND SO,  
21 AGAIN, I'D LIKE TO THANK YOU, SUPERVISOR YAROSLAVSKY. MY DAD'S  
22 MENTIONED YOU A LOT, SO I'D LIKE TO THANK YOU. [ LAUGHTER ]

23

24 **JOANNA DOVE HAYES:** IT'S BEEN GOOD!

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1    **SUP. YAROSLAVSKY:** JUST DON'T GO INTO ANY DETAIL.

2

3    **JOANNA DOVE HAYES:** IT'S BEEN GOOD LATELY, YOU KNOW, BUT,  
4    AGAIN... [ LAUGHTER ]

5

6    **SUP. YAROSLAVSKY:** LATELY.

7

8    **JOANNA DOVE HAYES:** ONCE AGAIN, I'D JUST LIKE TO THANK YOU  
9    GUYS, YOU KNOW, THANKS EVERYBODY FOR THE AWARD AND FOR HELPING  
10   ME AND I'LL BE AROUND AND, YOU KNOW, ANYTHING I CAN DO FOR  
11   YOUR SCHOOLS, I'D DEFINITELY LIKE TO, YOU KNOW, COME DOWN AND,  
12   YOU KNOW, STAY INVOLVED IN THE L.A. SCHOOL DISTRICTS. IT'S  
13   VERY IMPORTANT TO ME. CHILDREN ARE VERY IMPORTANT TO ME.  
14   ACTUALLY, MOST IMPORTANT TO ME, NOT JUST IN SPORTS BUT  
15   EDUCATION AND JUST THE WAY OF LIFE. SO, AGAIN, THANK YOU ALL  
16   FOR YOUR SUPPORT AND HOPEFULLY YOU'LL CONTINUE TO SUPPORT THE  
17   CHILDREN OF L.A. AND THE WORLD AND AS WELL AS THE TRACK AND  
18   FIELD WORLD. THANK YOU. [ APPLAUSE ]

19

20   **SUP. BURKE:** THAT CONCLUDES MY PRESENTATIONS.

21

22   **SUP. MOLINA, CHAIR:** SUPERVISOR KNABE, YOUR PRESENTATIONS.

23

24   **SUP. KNABE:** WELL, THAT'S A NICE INTRO, HAVING THIS YOUNG LADY  
25   SPEAK TO THESE WONDERFUL KIDS THAT WE HAVE HERE TODAY FROM



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 FEDDE MIDDLE SCHOOL. THEY ARE THE HISTORY DAY LOS ANGELES  
2 COMPETITION WINNERS. JOINING ME IS MR. CHAD LAINES AND HIS  
3 HISTORY CLASS STUDENTS. IN HAWAIIAN GARDENS LAST MONTH, THEY  
4 WON THE HISTORY DAY L.A. COMPETITION AND HAVE EARNED THE RIGHT  
5 TO COMPETE AT THE STATE LEVEL. THIS MARKS THE SECOND YEAR IN A  
6 ROW THAT THEY'VE WON THIS TITLE. THE FEDDE EXHIBITS TOOK FIRST  
7 AND SECOND PLACE IN THIS YEAR'S COMPETITION. THEREFORE, THEY  
8 WILL TAKE TWO TEAMS TO THE STATE LEVEL, WHICH WILL BE HELD IN  
9 SAN DIEGO. THE MONTHS OF HARD WORK CERTAINLY PAID OFF AS ALL  
10 FOUR FEDDE MIDDLE SCHOOL ENTRIES WERE ACKNOWLEDGED FOR THEIR  
11 DISPLAYS, THEIR BIBLIOGRAPHIES AND INTERVIEWS WITH THE JUDGES.  
12 THE STRUGGLE TO COMMUNICATE, THE HISTORY OF SIGN LANGUAGE WAS  
13 CREATED BY MARIA CRUZ, GUADALUPE CRUZ, ANGIE GARCIA, VANNESSA  
14 MANCILLA, WAS AWARDED WITH RECOGNITION DINNER HOSTED BY THE  
15 CONSTITUTIONAL RIGHTS FOUNDATION. THIS ONE, I LIKE. EDIBLE  
16 COMMUNICATION, THE HISTORY OF THE FORTUNE COOKIE. THAT WAS  
17 CREATED BY ANNA DE LA PAS, ANALE LOPEZ, NANCY MENDEZ, JESSICA  
18 USABIO, NETHA SOON AND THEY WOWED ONLOOKERS WITH THEIR  
19 CREATIVE TOPIC AND THEIR STUNNING EXHIBIT. THEY WERE FINALISTS  
20 IN THEIR CATEGORY AND ALSO HAVE BEEN INVITED TO THE  
21 RECOGNITION DINNER AS WELL. QUINTON MATEER AND ERIC WILSON  
22 PULLED OFF A REMARKABLE FEAT BY EARNING A TRIP TO THE STATE  
23 FINALS FOR THE SECOND CONSECUTIVE YEAR. THEIR PROJECT, SINGING  
24 THEIR WAY TO FREEDOM, ESCAPING SLAVERY THROUGH NEGRO  
25 SPIRITUALS LIT UP THE ROOM AND DREW A LOT OF INTEREST FROM THE



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 CROWD. TAKING THE TOP PRIZE WAS RYAN RENESO, RAY FLORES,  
2 CHRISTIAN ARTER, CORY CHONG, VICTOR VICTOR, WITH THEIR ENTRY  
3 ENTITLED THE QUILT ROAD: THE SECRET COMMUNICATION OF THE  
4 UNDERGROUND RAILROAD. JUDGE INDICATED THAT THIS PROJECT HAS  
5 THE POTENTIAL TO BE A NATIONAL AWARD WINNER. SO IT WAS TRULY A  
6 HISTORY-MAKING DAY FOR FEDDE MIDDLE SCHOOL. SO NOW, ON BEHALF  
7 OF MYSELF AND MY COLLEAGUES AND ALL THE CITIZENS HERE, WE WANT  
8 TO THANK THE STUDENTS, MR. CHAD LAINES, THEIR TEACHER, PONG  
9 GONZALES, THE PRINCIPAL, THE MOMS AND DADS THAT ARE DOWN THERE  
10 WE HAD A LITTLE RECEPTION UPSTAIRS WHERE WE PRESENTED THE  
11 INDIVIDUAL SCROLLS TO THESE FOLKS BUT I'M GOING TO ASK PAUL  
12 AND CHAD IF THEY'D COME FORWARD, AND WE'D LIKE TO PRESENT THEM  
13 WITH THIS SCROLL OF RECOGNITION OF AN INCREDIBLE GROUP OF  
14 YOUNG PEOPLE AND A VERY SIGNIFICANT ACCOMPLISHMENT. [ APPLAUSE  
15 ]

16

17 **CHAD LAINES:** I JUST WANT TO THANK SUPERVISOR KNABE, THANK HIS  
18 STAFF FOR WELCOMING US HERE TODAY. WITH ALL THE NEGATIVE PRESS  
19 YOU READ ABOUT IN THE PAPER REGARDING EDUCATION, IF YOU TAKE A  
20 LOOK UP HERE, THIS IS WHAT'S RIGHT ABOUT EDUCATION. SO WE WANT  
21 TO THANK YOU AND IT'S GREAT TO BE ACKNOWLEDGED, THESE  
22 STUDENTS, FOR THEIR HARD WORK AND EFFORT. THANK YOU VERY MUCH.  
23 [ APPLAUSE ]

24





**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1   **SUP. KNABE:** I KNOW THEY'RE REALLY ANXIOUS TO GET BACK TO  
2   SCHOOL, SO... [ LIGHT LAUGHTER ]

3

4   **SUP. KNABE:** ALL RIGHT! VERY GOOD. THE PRINCIPAL SAYS HE'D  
5   TAKING THEM OUT TO LUNCH. BOY, THEY'RE IN FOR A GREAT DAY.  
6   WHOOPS. NEXT, I'D LIKE TO CALL UP MR. LARRY AGAJENIAN. LARRY  
7   WAS APPOINTED AS AN ALTERNATE TO OUR ASSESSMENT APPEALS BOARD  
8   IN 1995 AND REAPPOINTED IN '97. HE WAS ORIGINALLY APPOINTED BY  
9   FORMER SUPERVISOR DEAN DANA AND HAS CONTINUED TO SERVE THE  
10   FOURTH DISTRICT WITH GREAT DISTINCTION. HE HAS 24 YEARS OF  
11   REAL ESTATE EXPERIENCE, INCLUDING 10 YEARS AS A BROKER/OWNER  
12   OF HIS OWN INVESTMENT BROKERAGE COMPANY, AGAJENIAN AND  
13   AGAJENIAN, NINE YEARS WITH MATLOW KENNEDY COMMERCIAL REAL  
14   ESTATE AND IS CURRENTLY WITH CUSHMAN AND WAKEFIELD. HE IS  
15   RECOGNIZED FOR HIS INVESTMENT SALES ACTIVITIES AS WELL AS HIS  
16   PROFESSIONAL IN RECEIVING THE BROKER OF THE YEAR AWARD BY THE  
17   LOCAL BOARD OF REALTORS, AS WELL AS INVESTMENT COUNSELOR OF  
18   THE YEAR TWICE, TRADER OF THE YEAR TWICE AND JUST AN ALL  
19   AROUND GOOD GUY AND HE'S PUT A LOT OF TIME IN ON BEHALF OF THE  
20   CITIZENS. FOR THOSE OF YOU WHO MAY NOT KNOW, THE ASSESSMENT  
21   APPEALS BOARD IS NOT JUST A ONE DAY A WEEK OR ONE DAY A MONTH  
22   COMMISSION. IT TAKES A LOT OF TIME AND EFFORT AND SO I JUST  
23   WANTED TO BRING LARRY DOWN AND SAY THANK YOU FOR A JOB WELL  
24   DONE AND THANK YOU ON BEHALF OF THE ALL THE CITIZENS OF THE  
25   COUNTY. THANK YOU. [ APPLAUSE ]



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1

**SUP. KNABE:** NEXT, I HAVE A VERY SPECIAL AWARD TO MAKE AS WELL,  
TOO, AND I'M GOING TO ASK CAPTAIN DAVE FENDER FROM THE  
LAKEWOOD SHERIFF'S STATION, DEPUTY VICTOR ZAVALA FROM THE  
LAKEWOOD SHERIFF'S STATION. I UNDERSTAND COMMANDER CAVANAUGH  
IS HERE OR CHIEF CAVANAUGH. I'M NOT SURE HOW HIGH UP-- NO,  
THAT WAS A SHORT JOKE. ANYWAY, WE HAVE WITH US TODAY MR. JIM  
CLARK AND WE'RE GOING TO HONOR JIM. JIM HAS BEEN A VOLUNTEER  
WITH THE LOS ANGELES COUNTY SHERIFF'S DEPARTMENT, LISTEN TO  
THIS, FOR AN ASTONISHING 55 YEARS. [ APPLAUSE ]

11

**SUP. KNABE:** JIM'S LINE IS HE STARTED WHEN HE WAS 10. [ LIGHT  
LAUGHTER ]

14

**SUP. KNABE:** ALL RIGHT. BUT MR. CLARK JOINED THE SHERIFF'S  
DEPARTMENT RESERVE DEPUTY PROGRAM 55 YEARS AGO. HE WAS FIRST  
ASSIGNED TO THE NORWALK STATION PATROLLING THE DIRT ROADS AND  
DAIRY FARMS OF THE AREA, NOW KNOWN AS THE CITIES OF ARTESIA,  
CERRITOS, AND HAWAIIAN GARDENS. HE TRANSFERRED TO LAKEWOOD  
STATION UPON ITS OPENING, WHERE HE WORKED HIS WAY UP IN THE  
RESERVE RANKS TO BECOME CAPTAIN OF THE LAKEWOOD RESERVE  
COMMUNITY. COMPANY, EXCUSE ME. IN 1985, HE WAS RECOGNIZED BY  
THE CITY OF LAKEWOOD AND, IN 1992, JIM RETIRED AS CAPTAIN OF  
THE LAKEWOOD RESERVE COMPANY. AND, AFTER 42 YEARS OF SERVICE  
TO THE SHERIFF'S DEPARTMENT OF THE CITY OF LAKEWOOD, HE



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1     PROMPTLY PROCEEDED TO JOIN THE LAKEWOOD STATION CIVILIAN  
2     VOLUNTEER PROGRAM AND HE'S CONTINUED TO PROVIDE SERVICE TO THE  
3     COMMUNITY AS A STATION VOLUNTEER, VOLUNTEER ON PATROL, AND A  
4     MEMBER OF THE VOLUNTEER SURVEILLANCE TEAM. JIM'S DEDICATION,  
5     OUTSTANDING COMMITMENT TO PUBLIC SERVICE AND SUPPORT OF THE  
6     STATION AND ITS PERSONNEL MADE JIM THE LAKEWOOD SHERIFF'S  
7     STATION VOLUNTEER OF THE YEAR IN 2000. SO, ON BEHALF MYSELF  
8     AND MY COLLEAGUES AND ALL THE FOLKS OUT IN THE SOUTHEAST AREA  
9     AND ALL THE CITIZENS HERE IN THE COUNTY, WE'D LIKE TO PRESENT  
10    JIM THIS SCROLL IN RECOGNITION OF 55 YEARS OF DEDICATED  
11    SERVICE TO THE CITIZENS OF LOS ANGELES COUNTY AND THE LOS  
12    ANGELES COUNTY SHERIFF'S DEPARTMENT. JIM, CONGRATULATIONS. [  
13    APPLAUSE ]

14

15    **JIM CLARK:** SUPERVISOR KNABE, THANK YOU VERY MUCH. I'M VERY  
16    HONORED FOR THIS RECOGNITION OF MY SERVICE WITH THE COUNTY OF  
17    55 YEARS. HOWEVER, I FEEL A LITTLE BIT GUILTY ABOUT RECEIVING  
18    ANY ACCOLADES FOR SOMETHING I'VE ENJOYED DOING SO MANY-- FOR--  
19    VERY MUCH OVER THE YEARS. THESE YEARS HAVE BEEN A VERY  
20    REWARDING EXPERIENCE FOR ME, SERVING WITH SO MANY DEDICATED  
21    MEN AND WOMEN IN THE L.A. COUNTY SHERIFF'S DEPARTMENT AND  
22    PARTICULARLY THE MEN AND WOMEN IN THE RESERVE PROGRAM AND THE  
23    VOLUNTEER PROGRAM WHO GIVE SO FREELY OF THEIR TIME IN SO MANY  
24    WAYS TO SERVE THE SHERIFF'S DEPARTMENT AND THE PEOPLE OF LOS  
25    ANGELES COUNTY. AS I LOOK BACK OVER THE YEARS, I ONLY HAVE ONE



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 REGRET AND THAT'S THAT I CAN'T SERVE ANOTHER 55 YEARS BUT TIME  
2 DOES NOT PERMIT THAT. AGAIN, I'D LIKE TO THANK EVERYBODY FOR  
3 THIS HONOR. [ APPLAUSE ]

4

5 **SUP. KNABE:** MADAM CHAIR, THAT'S MY PRESENTATIONS.

6

7 **SUP. MOLINA, CHAIR:** THANK YOU SO MUCH, SUPERVISOR KNABE.  
8 SUPERVISOR ANTONOVICH, YOUR PRESENTATIONS.

9

10 **SUP. ANTONOVICH:** WELL, THIS MORNING, MADAM CHAIR, MEMBERS OF  
11 THE BOARD, WE WOULD LIKE TO WELCOME TO OUR BOARD OF  
12 SUPERVISORS THE SIKH DHARMA OF LOS ANGELES COUNTY AND THE  
13 OTHER SIKH TEMPLES IN SOUTHERN CALIFORNIA WHO HAVE JUST  
14 CELEBRATED BAISAKHI 2005. WITH US IS GRUID JODY HA SINGH  
15 KHALSA, SIM RAN CAR KHALSA, KIRTAN-SINGH KHALSA, GURDIP SINGH  
16 MALIK, SARUBE G. SINGH AND RANBIR SINGH BHAI. ALSO WITH US IS  
17 B. B. G. INTERJET CAR. WE HAVE HERE THE OPPORTUNITY TO  
18 RECOGNIZE THE CELEBRATION OF BAISAKHI, WHICH IS A HARVEST  
19 FESTIVAL TYPICALLY CELEBRATED BETWEEN THE PERIOD OF THE 13TH  
20 OR 14TH OF APRIL EACH YEAR. IT'S A COMMEMORATION OF THE DAY IN  
21 1699 WHEN THE SIKHS FIRST ADOPTED THEIR TRADITION OF UNSHORN  
22 HAIR AND THE WEARING OF TURBAN AS ARTICLES OF THEIR FAITH IN A  
23 COMMITMENT TO LIVING TO THE HIGHEST STANDARDS OF SERVICE,  
24 COURAGE AND CONSCIOUSNESS. JUST AS THE SEASON OF SPRING IS  
25 UNIVERSALLY RECOGNIZED AS REPRESENTING BIRTH AND RENEWAL,



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1   BAISAKHI IS, FOR ALL SIKHS, A TIME OF SPIRITUAL BIRTH, ONE IS  
2   THE SPIRIT AND THE PENDANT OF THE COMMITMENT TO LIVE IN  
3   SERVICE TO HUMANITY. SO, AT THIS TIME, ON BEHALF OF THE BOARD,  
4   WE WOULD LIKE TO GIVE YOU THIS PROCLAMATION AND ASK YOU TO SAY  
5   A COUPLE OF WORDS.

6

7   **SIKH DHARMA:** GOOD MORNING. WE'D LIKE TO THANK YOU ON BEHALF OF  
8   THE ENTIRE SIKH COMMUNITY OF SOUTHERN CALIFORNIA FOR  
9   ACKNOWLEDGING OUR ANNUAL CELEBRATION OF BAISAKHI. THIS YEAR'S  
10  THEME WAS THE CULSAWAY, PEACE TO ALL, LIFE TO ALL AND LOVE TO  
11  ALL. AND, IN OUR DAILY LIVES, WE EACH HAVE A LOT TO SHARE IN  
12  EVERYTHING THAT WE DO AND ALL THE THINGS THAT WE SAY IN OUR  
13  VERY SIMPLE AND HUMBLE WAY AND WE LIKE TO HOPE AND THINK THAT  
14  WE, AS A SIKH COMMUNITY, DO THAT IN OUR SMILES, IN OUR CARING,  
15  IN OUR SERVICE. AND SO WE WANT TO THANK THE COUNTY SUPERVISORS  
16  FOR ACKNOWLEDGING THIS DAY AND ALL OF YOUR PARTICIPATION IN  
17  OUR SUPPORT. AND, AS A TOKEN OF OUR GRATITUDE, WE'D LIKE TO  
18  OFFER SUPERVISOR ANTONOVICH A COUPLE BOXES OF YOGI TEA, SUPER  
19  ANTIOXIDANT, SOME GOOD, GREEN TEA WHICH IS A GOOD WAY OF  
20  SERVING HUMANITY, TOO, BY KEEPING EVERYBODY HEALTHY, WHICH IS  
21  ONE OF THE PRODUCTS THAT WE PRODUCE. SO, THANK YOU ALL SO  
22  MUCH. GOD BLESS YOU. [ APPLAUSE ]

23

24  **SUP. ANTONOVICH:** WELL, THIS MORNING, WE'D LIKE TO RECOGNIZE IN  
25  THE ATHLETIC FIELD, AN OUTSTANDING INDIVIDUAL WHO'S RECOGNIZED



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 IN THE UNITED STATES AS BEING ONE OF THE TOP. THIS MORNING,  
2 WE'RE GOING TO WELCOME A 28-YEAR VETERAN OF COLLEGE  
3 BASKETBALL, COACH DAVE YANAI, WHO RECENTLY ANNOUNCED HIS  
4 RETIREMENT AFTER COACHING NINE SEASONS AS HEAD COACH AT  
5 CALIFORNIA STATE UNIVERSITY AT LOS ANGELES. AND, PRIOR TO  
6 THAT, HE WAS A COACH AT THE CALIFORNIA STATE UNIVERSITY AT  
7 DOMINGAS HILLS. JOINING ME IN THIS PRESENTATION ARE SEVERAL  
8 OFFICIALS FROM THE UNIVERSITY: TONY ROSS, WHO IS THE  
9 CALIFORNIA STATE UNIVERSITY LOS ANGELES VICE PRESIDENT FOR  
10 STUDENT AFFAIRS; CAROL DUNN, WHO IS THE DIRECTOR OF ATHLETICS;  
11 AND BRIAN SWANSON, WHO IS THE ASSOCIATE DIRECTOR OF ATHLETICS  
12 AT THE UNIVERSITY; AND ALSO HIS NEPHEW, MARK, WHO IS A MEMBER  
13 OF OUR COUNTY COUNSEL; AND ROBERT PITTMAN, WHO WAS A FORMER  
14 PLAYER AND A CURRENT COUNTY EMPLOYEE. AS I SAID, HE IS THE  
15 FIRST NATIONAL JAPANESE-AMERICAN HEAD BASKETBALL COACH IN THE  
16 UNITED STATES. HE COACHED FOR 19 SEASONS AND, DURING THAT  
17 TIME, HE BECAME THE SECOND HEAD MEN'S BASKETBALL COACH IN THE  
18 HISTORY OF THE CALIFORNIA COLLEGIATE ATHLETIC ASSOCIATION TO  
19 REACH 400 WINS, RETIRING WITH A COLLEGIATE HEAD COACHING  
20 CAREER RECORD OF 401 WINS AND 354 LOSSES. IN THE SUMMER OF  
21 2000, HE WAS HONORED WITH THE OUTSTANDING COACH AWARD OF THE  
22 JOHN R. WOODEN AWARDS CEREMONY. AND COACH WOODEN IS ONE OF THE  
23 GREAT COACHES AND GREAT AMERICANS WHO HAS DONE SO MUCH IN  
24 BUILDING CHARACTER IN OUR YOUNG PEOPLE. SO THIS SPECIAL HONOR  
25 IS GIVEN ANNUALLY TO AN INDIVIDUAL WHO EXEMPLIFIES THE





**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 OUTSTANDING QUALITY SET BY THE LEGENDARY COACH JOHN WOODEN.  
2 SO, COACH YANAI WAS SELECTED AS AN ASSISTANT COACH FOR THE  
3 1990 UNITED STATES OLYMPIC FESTIVAL WEST TEAM AND IS CURRENTLY  
4 ADVISOR AND CONSULTANT FOR THE JAPANESE NATIONAL TEAM. SO, AT  
5 THIS TIME, COACH, AND THAT'S A COLLEGE I'M AN ALUMNUS OF,  
6 WE'RE PROUD TO GIVE YOU THIS PROCLAMATION AND CONGRATULATIONS  
7 ON YOUR 401 WINS. [ APPLAUSE ]

8

9 **COACH DAVE YANAI:** THANK YOU VERY MUCH, SUPERVISOR ANTONOVICH  
10 AND BOARD OF SUPERVISORS. I'VE HAD THE OPPORTUNITY TO BE UP  
11 HERE A COUPLE OTHER TIMES WITH SUPERVISOR HAHN IN THE PAST BUT  
12 IT GIVES ME GREAT YEARS, AFTER ALL THESE YEARS, 38 YEARS,  
13 ACTUALLY, AFTER 38 YEARS, RETIRING AND JUST HAVING THE  
14 WONDERFUL EXPERIENCE OF HOPING TO, IN MY CAREER, DIRECT AND  
15 TEACH VALUES FOR A LIFETIME. AND I'M SO PLEASED TO HAVE BEEN A  
16 PART OF CAL STATE LOS ANGELES ADMINISTRATION THAT REALLY  
17 SUPPORTED THE PHILOSOPHY OF IT'S MORE THAN ABOUT THE WIN. IT'S  
18 ABOUT TEACHING VALUES FOR A LIFETIME THROUGH ATHLETICS. SO I  
19 THANK THE ATHLETIC \_\_\_\_\_ AND THE ATHLETIC  
20 ADMINISTRATION FOR THEIR SUPPORT. I'D LIKE TO THANK MY WIFE  
21 AND MY FAMILY FOR, YOU KNOW, PUTTING UP WITH ME THROUGHOUT ALL  
22 THESE 38 YEARS AND HOPEFULLY WE'VE HAD AN IMPACT IN ONE OF MY  
23 PLAYERS, ROBERT PITTMAN, WHO WAS ON MY FIRST TEAM AT CAL  
24 STATE, DOMINGUEZ HILLS IS NOW SECOND IN COMMAND AS A CHIEF OF  
25 SECURITY FOR COUNTY OF LOS ANGELES. MY NEPHEW, MARK, WHO IS AN



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 ATTORNEY FOR THE COUNTY COUNSEL FOR THE COUNTY OF LOS ANGELES.  
2 SO, HOPEFULLY, I HAD A LITTLE BIT TO DO WITH SOME YOUNG LIVES  
3 AND NOW THEIR ADULT LIVES BUT I THANK THE BOARD VERY MUCH FOR  
4 THIS WONDERFUL, WONDERFUL PROCLAMATION. THANK YOU. [ APPLAUSE  
5 ]

6

7 **CAROL DUNN:** GOOD MORNING. DAVID HAS HAD JUST A STELLAR CAREER.  
8 HE'S AN OUTSTANDING MAN. BUT IT'S ALWAYS BEEN MUCH MORE THAN  
9 THOSE GREAT WINS AND THOSE CHAMPIONSHIPS. IT'S BEEN ABOUT  
10 TEACHING THOSE LIFE LESSONS TO HIS MEN AND THE GRADUATION OF  
11 THOSE STUDENT ATHLETES. I KNOW, FOR ME, IN WORKING WITH HIM ON  
12 A DAY-TO-DAY BASIS, THERE'S NOTHING THAT'S BEEN-- I JUST FEEL  
13 I'VE BEEN PRIVILEGED TO WORK WITH A GENTLEMAN WITH SUCH HIGH  
14 INTEGRITY, HONESTY AND, QUITE HONESTLY, A DEVOTION TO CAL  
15 STATE L.A. AND THE GOLDEN EAGLE FAMILY AND HE WILL BE MISSED.  
16 [ APPLAUSE ]

17

18 **SUP. ANTONOVICH:** WITH THE COACH WAS HIS WIFE, SEIKO, AND HIS  
19 SON, GARRETT, AND HIS SON, JOHN. YOU KNOW, EACH WEEK, YOU SEE  
20 AN ANIMAL GIVEN AWAY AT THIS BOARD. AND, TODAY, I'D LIKE TO  
21 ENCOURAGE YOU TO THINK ABOUT AN OPPORTUNITY OF SERVING YOUR  
22 COMMUNITY BECAUSE, THIS MORNING, WE'RE GOING TO WELCOME  
23 SEVERAL REPRESENTATIVES FROM THE GUIDE DOGS OF AMERICA WHO  
24 WILL JOIN ME IN THIS PRESENTATION. WE HAVE LORRI BERNSON OF  
25 THE SAN FERNANDO VALLEY RESIDENT AND THE SPOKESMAN FOR THE



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 GUIDE DOGS OF AMERICA. LEADING LORRI IS NIGEL, A GOLDEN  
2 RETRIEVER. LORRI AND NIGEL ARE GRADUATES OF THE GUIDE DOGS OF  
3 AMERICA PROGRAM. NEXT, WE HAVE DEBBIE SANDS, WHO IS THE  
4 SPONSORSHIP PROGRAM COORDINATOR FOR GUIDE DOGS OF AMERICA AND  
5 SHE'S ACCOMPANIED BY HER DOG, APRIL, WHO IS AN AMBASSADOR FOR  
6 GUIDE DOGS OF AMERICA. AND THEN WE HAVE PATTY FRIEDMAN, WHO IS  
7 MY DEPUTY FOR THE SAN FERNANDO VALLEY AND SHE IS ACCOMPANIED  
8 BY HER GUIDE DOG, AMERICA'S PUPPY IN TRAINING, NORA, A FOUR-  
9 MONTH-OLD FEMALE LABRADOR RETRIEVER THAT WILL REMAIN IN  
10 PATTY'S CARE FOR THE NEXT 18 MONTHS AND THEN WILL BE GIVEN TO  
11 A BLIND PERSON. FOUNDED MORE THAN 50 YEARS AGO BY JOSEPH  
12 JONES, SR., GUIDE DOGS OF AMERICA IS DEDICATED TO ITS MISSION  
13 OF PROVIDING GUIDE DOGS AND INSTRUCTION TO THEIR USE FREE OF  
14 CHARGE TO BLIND AND VISUALLY IMPAIRED MEN AND WOMEN FROM THE  
15 UNITED STATES AND CANADA SO THAT THEY MAY CONTINUE TO PURSUE  
16 THEIR GOALS WITH INCREASED MOBILITY AND INDEPENDENCE. GUIDE  
17 DOGS OF AMERICA BREEDS ITS OWN GUIDE DOGS TO PROVIDE THE BEST  
18 QUALITY DOG POSSIBLE FOR THE BLIND AND VISUALLY IMPAIRED  
19 CLIENTS. GUIDE DOGS OF AMERICA WAS ONE OF THE FIRST GUIDE DOG  
20 SCHOOLS TO BE FOUNDED BY A BLIND INDIVIDUAL AND THE  
21 ORGANIZATION IS COMMITTED TO AIDING THE COMMUNITY. EARLIER  
22 DURING OUR MEETING, WHEN WE OPENED, YOU WERE TREATED TO A  
23 LOVELY PRESENTATION BY ALYSSA ROSSI, WHO SANG AND I'VE HAD THE  
24 PLEASURE, AS I HAD MENTIONED IN THE INTRODUCTION, OF SEEING  
25 ALYSSA IN OUR COMMUNITY BEING INVOLVED IN OUR VARIOUS EVENTS.



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 SHE'S AN EXAMPLE OF THE TYPE OF INDIVIDUAL THAT GUIDE DOGS OF  
2 AMERICA SERVES: AMBITIOUS, INDEPENDENT, WITH TREMENDOUS DRIVE  
3 AND DETERMINATION. SO THOSE OF YOU WHO ARE LISTENING AT HOME  
4 OR IN THE AUDIENCE TODAY, YOU CAN REACH GUIDE DOGS OF AMERICA  
5 AT THEIR SYLMAR OFFICE. IT'S 818-362-5834. 818-363-5834. SO,  
6 AT THIS TIME, ON BEHALF OF THE BOARD OF SUPERVISORS, WE WANT  
7 TO COMMEND GUIDE DOGS OF AMERICA AND LORRI BERNSON WILL ACCEPT  
8 THIS PROCLAMATION FOR THE COUNTY. [ APPLAUSE ]

9

10 **LORRI BERNSON:** THANK YOU, BOARD OF SUPERVISORS AND SUPERVISOR  
11 ANTONOVICH. WE REALLY APPRECIATE IT. I CAN TELL YOU, FROM MY  
12 OWN PERSONAL EXPERIENCE, I LOST MY VISION ABOUT NINE YEARS AGO  
13 FROM DIABETES AND, WHEN THAT HAPPENS AT WHAT I REFERRED TO AS  
14 A YOUNG AGE, YOU'RE LEFT WITH WHAT TO DO NOW AND I REALLY  
15 DIDN'T KNOW WHAT TO DO IN A VERY ACTIVE WORLD, A VERY  
16 INDEPENDENT WORLD AND NOW BEING SLIGHTLY DEPENDENT. I VENTURED  
17 OUT INTO THINKING ABOUT GETTING A GUIDE DOG AND, TO THIS DAY,  
18 IT IS THE GREATEST JOY, THE GREATEST OFFERING AND HAVING NIGEL  
19 AS MY GUIDE DOG HAS TRULY BEEN THE LARGEST IMPACT IN MY LIFE,  
20 EVEN IN MY SIGHTED WORLD. THERE'S NOTHING WE DON'T DO. I GO  
21 EVERYWHERE WITH NIGEL. THE SCHOOL LOCATED IN SYLMAR, WE  
22 GRADUATE ABOUT 50 TO 60 TEAMS A YEAR AND EACH TEAM RUNS  
23 APPROXIMATELY \$38,000 SO, GIVEN THAT, WE DO A LOT OF  
24 FUNDRAISING FOR THE SCHOOL. THERE'S NO GOVERNMENT FUNDING, SO  
25 IT'S ALL UP TO US TO RAISE THE MONEY, WHICH WE DO AND KEEP AT



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 IT. BUT I CAN ONLY EXPRESS TO YOU HOW MUCH HAVING A GUIDE DOG  
2 HAS GIVEN ME MY LIFE BACK. SOMETHING THAT I SAY QUITE OFTEN IS  
3 THAT MY BLINDNESS IS-- IT'S NO LONGER ABOUT SOMETHING THAT I  
4 LOST. WHEN I LOST MY VISION, IT WAS, "I LOST MY VISION. WHAT  
5 DO I DO NOW?" AND NOW THAT I HAVE NIGEL, IT'S SOMETHING THAT  
6 I'VE GAINED. I'VE GAINED TRULY THE GREATEST GIFT THAT'S EVER  
7 BEEN GIVEN TO ME AND HE AND I ARE AN INCREDIBLE TEAM TOGETHER  
8 AND HE IS THE LIGHT AT THE END OF MY DARK TUNNEL. AND I THANK  
9 YOU FOR WELCOMING US HERE AND FOR LISTENING TO WHAT WE HAVE  
10 FOR YOU. THANKS. [ APPLAUSE ]

11

12 **DEBBIE SANDS:** THANK YOU TO THE BOARD OF SUPERVISORS. MY NAME  
13 IS DEBBIE SANDS. I'M THE SPONSOR PROGRAM COORDINATOR AT GUIDE  
14 DOGS OF AMERICA AS WELL AS THE PUBLIC RELATIONS LIAISON. WE  
15 ARE VERY PROUD THAT OUR ORGANIZATION IS THE LOS ANGELES GUIDE  
16 DOGS SCHOOL. WE HAVE BEEN IN EXISTENCE SINCE 1948 AND WE HAVE  
17 GRADUATED OVER 2,500 GUIDE DOG TEAMS, MEANING DOG AND BLIND  
18 USER. WE ARE ALWAYS HONORED TO BE HONORED BY ANYONE IN THE  
19 STATE OR THE CITY BECAUSE OF THE FACT WE ARE SO MUCH A PART OF  
20 YOU. WE ARE EVERYWHERE. WE ARE PROFESSORS AND SCIENTISTS, WE  
21 ARE TEACHERS. THERE IS SUCH A BLIND COMMUNITY THAT HAS A NEED  
22 FOR THESE ANIMALS AND WE REALLY WANT YOU TO KNOW THAT,  
23 ALTHOUGH THE DOGS COST \$38,000 TO PUT THROUGH THE PROGRAM, WE  
24 DO NOT PUT ANY OF THE COST ON TO THE RECIPIENT. IT IS A FREE  
25 SERVICE. SO, WHEN YOU SEE SOMEONE WITH A DOG, YOU'LL KNOW THAT



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 IT IS A GIFT FROM OUR SCHOOL AND WE THANK ALL OF OUR DONORS  
2 WHO, OVER THE YEARS, HAVE BEEN REALLY OUR BLESSED GROUP TO  
3 SUPPORT US AND TO CONTINUE TO SUPPORT US. SO WE DO THANK YOU  
4 VERY MUCH. WE ALSO HAVE TOURS AND SPEAKING ENGAGEMENTS, SO IF  
5 YOU KNOW OF ANYBODY WHO WOULD LIKE TO TOUR THE SCHOOL, COME ON  
6 UP. [ APPLAUSE ]

7

8 **SUP. ANTONOVICH:** FOLLOWING UP, WE JUST HAVE LITTLE SHEBA, WHO  
9 IS A LABRADOR MIX FEMALE LOOKING FOR A HOME. AND SHE'S 12  
10 WEEKS OLD. YOU CAN CALL (562) 728-4644 IF YOU'RE INTERESTED.  
11 COMES WITH A LITTLE RED COWBOY SCARF. SO, LITTLE SHEBA IS  
12 LOOKING FOR A HOME. ANYBODY'D LIKE TO ADOPT HER? GO TO  
13 K.T.L.A. OR ONE OF THE OTHER T.V. STATIONS? LET ME JUST SAY TO  
14 THOSE WHO ARE WATCHING, AS I SAID, MY DEPUTY, PATTY FRIEDMAN,  
15 IS INVOLVED IN THIS PROGRAM. YOU TAKE THE DOG AND, FOR ABOUT  
16 18 TO 24 MONTHS, YOU TAKE CARE OF THE DOG AS IT'S GOING  
17 THROUGH TRAINING. AND THEN, AFTER IT GRADUATES, THEN THAT DOG  
18 IS GIVEN TO A BLIND PERSON. SO ANYBODY WHO'S INTERESTED IN  
19 TRAINING A DOG AND THAT'S WHERE YOU TAKE THE DOG FOR  
20 APPROXIMATELY TWO YEARS AS YOUR PET GOING THROUGH SCHOOL. AND  
21 THEN, WHEN THE ANIMAL GRADUATES WITH ITS BACHELOR'S DEGREE,  
22 THEN IT'S ABLE TO BE ADOPTED OUT TO A BLIND PERSON. SO ANYBODY  
23 WHO IS INTERESTED IN THAT CAN CONTACT MY OFFICE FOR ADDITIONAL  
24 INFORMATION OR BLIND DOGS AMERICA. SO, AT THIS TIME,  
25 SUPERVISOR MOLINA WILL MAKE HER PRESENTATIONS.





**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1

2   **SUP. MOLINA, CHAIR:** THANK YOU, SUPERVISOR ANTONOVICH. TODAY,  
3 WE'RE PROCLAIMING APRIL THE 10TH THROUGH THE 16TH OF APRIL AS  
4 CRIME VICTIM'S RIGHTS WEEK. THIS IS PART OF OUR NATIONAL  
5 OBSERVANCE OF VICTIMS' RIGHTS, AND WE'RE PLEASED TO WELCOME  
6 THIS MORNING SHARON MATSUMOTO, WHO IS REPRESENTING THE  
7 DISTRICT ATTORNEY'S OFFICE IN RECOGNITION OF THE OUTSTANDING  
8 WORK THE D.A.'S OFFICE HAS DONE IN THE VICTIMS WITNESS  
9 ASSISTANCE PROGRAM. SINCE 1977, THE DISTRICT ATTORNEY'S VICTIM  
10 WITNESS ASSISTANCE PROGRAM HAS PROVIDED ESSENTIAL SERVICES TO  
11 VICTIMS AND WITNESSES OF CRIME THROUGHOUT LOS ANGELES COUNTY.  
12 THE PROGRAM'S MAIN OBJECTIVE IS TO LESSEN THE TRAUMA AND OFTEN  
13 DEVASTATING EFFECTS OF CRIME ON THE LIVES OF VICTIMS AND THEIR  
14 FAMILIES. THE PROGRAM AIDS LITERALLY THOUSANDS OF VICTIMS EACH  
15 YEAR THROUGH SECURING EITHER FINANCIAL AID, MEDICAL OR LIVING  
16 EXPENSES, AS WELL AS SOMETIMES RELOCATING VICTIMS AND  
17 WITNESSES TO ENSURE THEIR SAFETY. SHARON, ON BEHALF OF THE  
18 BOARD, WE WANT TO EXTEND OUR APPRECIATION TO YOUR COMMITMENT,  
19 THE DISTRICT ATTORNEY'S COMMITMENT FOR THIS VERY, VERY  
20 IMPORTANT PART OF THE WORK THAT YOU DO AND WELL AS ALL OF YOUR  
21 OTHER WORK. CONGRATULATIONS.

22

23   **SHARON MATSUMOTO:** THANK YOU. [ APPLAUSE ]

24



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1   **SHARON MATSUMOTO:** SUPERVISOR MOLINA, MEMBERS OF THE BOARD OF  
2   SUPERVISORS, ON BEHALF OF DISTRICT ATTORNEY STEVE COOLEY, THE  
3   VICTIM WITNESS ASSISTANCE PROGRAM AND THE ENTIRE LOS ANGELES  
4   DISTRICT ATTORNEY'S OFFICE, WE WOULD LIKE TO THANK YOU FOR  
5   THIS PROCLAMATION AND FOR YOUR ASSISTANCE IN HELPING US  
6   COMMEMORATE THE SILVER ANNIVERSARY OF NATIONAL CRIME VICTIMS  
7   RIGHTS WEEK. WE ALSO THANK YOU FOR ALL OF YOUR ASSISTANCE NOT  
8   ONLY TODAY, THIS WEEK, BUT THROUGHOUT THE ENTIRE YEAR. THANK  
9   YOU VERY MUCH.

10

11   **SUP. MOLINA, CHAIR:** THANK YOU SO MUCH. WE WANT TO, IN THE  
12   SPIRIT OF TODAY'S PRESENTATION, WE ALSO WANT TO RECOGNIZE MANY  
13   PEOPLE WHO ARE DESERVING OF RECOGNITION BECAUSE OF THE WORK  
14   THAT THEY'VE PROVIDED. SOME OF YOU, YOU'VE MET, BECAUSE WE'VE  
15   PROVIDED RECOGNITION IN THE PAST BUT, TO BEGIN WITH, ON  
16   JANUARY THE 26TH OF THIS YEAR, WE ALL REMEMBER WHEN THE  
17   METROLINK COMMUTER DERAILED WHEN THE S.U.V. WAS PARKED AND  
18   LEFT ON THE TRACKS AND, TRAGICALLY, 11 PEOPLE LOST THEIR LIVES  
19   AND MORE THAN 178 TRAVELERS WERE INJURED, INCLUDING SOME OF  
20   OUR OWN COUNTY FAMILY. THE FOLLOWING INDIVIDUALS ARE THE  
21   CITIZENS WHO STEPPED FORWARD AND AIDED THOSE VICTIMS WITHOUT  
22   THOUGHT FOR THEIR OWN SAFETY AND THE LAW ENFORCEMENT AND  
23   EMERGENCY PERSONNEL WHO HAVE DONE MUCH IN ASSISTING THE  
24   VICTIMS OF CRIME. THESE ARE CITIZENS OF THE STATE AND LOCAL  
25   AGENCIES THAT WORK TOGETHER WITH THE ADVOCATES OF THE LOS



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 ANGELES COUNTY D.A.'S OFFICE WITNESS-- VICTIM AND WITNESS  
2 ASSISTANCE PROGRAM TO ASSIST AND TO SERVE THE VICTIMS AS WELL  
3 AS THE WITNESSES AND THEIR FAMILY FOLLOWING THIS DEVASTATING  
4 SITUATION. SO WE WANT TO COMMEND THEM FOR THEIR PERSONAL  
5 COURAGE, THEIR COMMITMENT TO ASSIST THEIR FELLOW ANGELINOS AT  
6 A TIME OF GREAT CRISIS TO THEM AND TO ALL OF US. SO LET ME  
7 BEGIN. THEY'RE GOING TO BE PRESENTED TODAY WITH SOME  
8 COMMENDATIONS, WHICH WE'RE VERY PROUD TO PRESENT. FIRST OF ALL  
9 TO ROXANNE ESTRADA AND HECTOR MARTINEZ ON BEHALF OF COSTCO. AS  
10 WE ALL KNOW, THE COSTCO EMPLOYEES WERE THE VERY FIRST  
11 RESPONDERS TO THE DERAILMENT. THEY WORKED TO FREE THOSE  
12 TRAPPED IN THE WRECKAGE AND HELPED THE INJURED TO A SAFE  
13 LOCATION AWAY FROM THE SMOLDERING TRAIN. CONGRATULATIONS. [  
14 APPLAUSE ]

15

16 **SUP. MOLINA, CHAIR:** ALSO, OF COURSE, ONE OF THE OTHER ANGELS  
17 WHO HAS PROVIDED ASSISTANCE WAS CHIEF CHRIS GRAY FROM THE  
18 GLENDALE FIRE DEPARTMENT AND CHIEF CHRISTOPHER WARE OF THE LOS  
19 ANGELES FIRE DEPARTMENT. THE GLENDALE AND THE LOS ANGELES FIRE  
20 CREWS AND THE PARAMEDICS RESPONDED MAGNIFICENTLY IN RESCUING  
21 COMMUTERS AND TRAPPED-- AND MANY OF THOSE TRAPPED IN THE  
22 WRECKAGE. [ APPLAUSE ]

23

24 **SUP. MOLINA, CHAIR:** ALSO, OF COURSE, WAS CHIEF RANDY ADAMS,  
25 WHO IS THE GLENDALE POLICE DEPARTMENT. THESE DETECTIVES



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 MOUNTED AN INTENSE INVESTIGATION DIRECTLY AT THE CRIME SCENE,  
2 WHICH RESULTED IN THE QUICK ARREST OF THE SUSPECT WITHIN HOURS  
3 OF THAT CRASH. CONGRATULATIONS TO YOU, SIR. [ APPLAUSE ]

4

5 **CHIEF RANDY ADAMS:** MADAM CHAIR, THANK YOU VERY MUCH AND IT'S  
6 WONDERFUL, ON BEHALF OF THE GLENDALE POLICE DEPARTMENT, TO BE  
7 ABLE TO ACCEPT THIS CERTIFICATE BUT IT WAS A TREMENDOUS TEAM  
8 EFFORT OUT THERE THAT DAY AND I'M FORTUNATE TO HAVE SOME OF  
9 THE PEOPLE HERE FROM THE TEAM THAT MADE EVERYTHING POSSIBLE.  
10 FIRST OF ALL, AFTER THE SEARCH AND RECOVERY WAS DONE, KIND OF  
11 SIMULTANEOUS TO THAT, THERE WAS QUITE AN EXTENSIVE CRIMINAL  
12 INVESTIGATION GOING ON AND TWO OF OUR LEAD DETECTIVES IN THAT  
13 INVESTIGATION ARE HERE: DETECTIVE BOB BRECKENRIDGE AND ALSO  
14 DETECTIVE CRAIG TWEEDY. BOTH OF THEM WERE VERY INVOLVED IN THE  
15 ULTIMATE APPREHENSION OF THE SUSPECT AND THE INVESTIGATION.  
16 ALONG WITH THAT INVESTIGATION, IS CERTAINLY THE FORENSICS PART  
17 OF THAT INVESTIGATION, PRESERVATION OF THE EVIDENCE AND  
18 COLLECTION OF THE EVIDENCE, AND OUR SUPERVISOR OF OUR  
19 FORENSICS UNIT, DEBBIE STEIBERS IS HERE, DEBBIE, AND RENEE  
20 FREEMAN. AND THEY WERE BOTH OUT THERE, ALONG WITH THEIR ENTIRE  
21 TEAM, MAKING EVIDENCE COLLECTION THAT DAY. AND, FINALLY, LAST  
22 BUT NOT LEAST, WHILE WE WERE OUT AT THE SCENE DOING ALL OF  
23 THIS INVESTIGATION, AS YOU CAN IMAGINE, OVER 600 CALLS CAME IN  
24 FROM FAMILY MEMBERS, VICTIMS, SO FORTH, THAT WERE TRYING TO  
25 INQUIRE ABOUT THEIR FAMILY AND FRIENDS THAT HAD BEEN ON THAT



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 TRAIN. HEADING UP THE EFFORT TO INTERACT WITH THOSE FAMILIES  
2 AND ACTUALLY DO GRIEF COUNSELING AND SO FORTH WAS OUR POLICE  
3 PSYCHOLOGIST, DR. DEBORAH BECKLE AND LIEUTENANT KARL POVOLITUS  
4 WAS ALSO THERE HELPING, ALONG WITH 85 EMPLOYEES FROM A VARIETY  
5 OF DIFFERENT AGENCIES ASSISTING IN THAT EFFORT. SO IT WAS A  
6 HUGE TEAM EFFORT, AND I JUST WANTED TO ACKNOWLEDGE SOME OF  
7 THEM TODAY AND THANK THE BOARD OF SUPERVISORS AND CHAIR MOLINA  
8 FOR THIS AWARD. THANK YOU VERY MUCH. [ APPLAUSE ]

9

10 **SUP. MOLINA, CHAIR:** CONGRATULATIONS TO A GREAT TEAM. WELL, OF  
11 COURSE, OUR OWN CAROL MEYER WAS THERE ON THE SPOT. CAROL WAS  
12 RESPONSIBLE FOR COORDINATING THE IMMEDIATE TRANSPORT OF OVER  
13 178 INJURED TO 19 AREA HOSPITALS. MISS MEYER IS THE DIRECTOR  
14 OF MEDICAL EMERGENCY SERVICES FOR THE DEPARTMENT OF HEALTH  
15 SERVICES. CONGRATULATIONS TO YOU. [ APPLAUSE ]

16

17 **SUP. MOLINA, CHAIR:** AND JOHN KYROS, ALSO. HE WAS THE ONE THAT  
18 WAS ON THE PHONE, I GUESS, THE MEDICAL ALERT, THAT WAS DOING  
19 ALL THAT COORDINATION. CONGRATULATIONS TO BOTH OF YOU. WE ALSO  
20 HAVE LIEUTENANT ED WINTER FROM THE LOS ANGELES COUNTY  
21 CORONER'S OFFICE. HE AND HIS INVESTIGATORS WORKED TIRELESSLY  
22 TO IDENTIFY, UNFORTUNATELY, THOSE THAT WERE LOST THAT DAY AND  
23 ALSO RESPONSIBLE FOR NOTIFYING THEIR FAMILIES. SO  
24 CONGRATULATIONS. ARE THEY HERE TODAY? OH. HE WAS CALLED OUT ON  
25 AN EMERGENCY BUT WE WANT TO COMMEND HIM AS WELL FOR THE GREAT



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 WORK THAT THEY DID THAT DAY. WE ALSO HAD, FROM OUR OWN COUNTY  
2 DEPARTMENT OF MENTAL HEALTH, WE HAD BARBARA SIENFUEGOS AND, OF  
3 COURSE, DR. MARV SOUTHARD. THEY WERE THE PROGRAM COORDINATORS,  
4 THE DISASTER SERVICES FOR THE DEPARTMENT OF MENTAL HEALTH.  
5 BARBARA AND HER STAFF WENT OUT THERE, THEY PROVIDED EMERGENCY  
6 COUNSELING TO ALL OF THE VICTIMS AS WELL AS THE RESCUERS WHO  
7 WERE INVOLVED THAT DAY IN THE AFTERMATH OF THAT DERAILMENT.  
8 CONGRATULATIONS TO BOTH OF YOU. [ APPLAUSE ]

9

10 **SUP. MOLINA, CHAIR:** ALSO FROM THE CALIFORNIA OFFICE OF  
11 EMERGENCY SERVICES, CRISIS RESPONSE TEAM, IS SHELBY WORLEY,  
12 WHO IS THE PROJECT CONSULTANT. AND SHELBY FACILITATED VICTIM  
13 CLAIMS FOR FINANCIAL AID AND THE VICTIM COMPENSATION AND THE  
14 GOVERNMENT CLAIMS BOARD, SO WE WANT TO THANK HIM FOR ASSISTING  
15 MANY OF THOSE VICTIMS. CONGRATULATIONS TO YOU, SIR. [ APPLAUSE  
16 ]

17

18 **SUP. MOLINA, CHAIR:** GOSH, I HATE BEING SUCH A SHORTY BUT--  
19 AND, FINALLY, WE WANT TO THANK KIERAN MCGEOGHAN, WHO IS THE  
20 EXECUTIVE OFFICER OF THE CALIFORNIA VICTIM COMPENSATION AND  
21 GOVERNMENT CLAIMS BOARD. SHE EXPEDITED THE PROCESSING OF THESE  
22 EMERGENCY FUNERAL AND BURIAL FUNDS, AS WELL AS MANY OF THE  
23 VICTIM APPLICATIONS FOR FINANCIAL ASSISTANCE FROM THE STATE  
24 COMPENSATION FUND. WE WANT TO THANK HER FOR HER ASSISTANCE AND  
25 HER COORDINATION. CONGRATULATIONS AND THANK YOU. [ APPLAUSE ]





**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1

2 **SUP. MOLINA, CHAIR:** WOULD YOU JOIN ME IN THANKING ALL OF THESE  
3 INDIVIDUALS? THEY'RE ALL HEROES, THEY DID AN OUTSTANDING JOB  
4 AND THEY DESERVE OUR COMMENDATION AND WE WANT TO THANK THE  
5 DISTRICT ATTORNEY'S OFFICE FOR BRINGING THEM ALL. [ APPLAUSE ]

6

7 **SUP. MOLINA, CHAIR:** ALL RIGHT. NEXT, TO THE BUSINESS OF THE  
8 DAY. MS. BURKE, WE'LL BEGIN WITH YOUR SPECIALS.

9

10 **SUP. BURKE:** I THINK WE HAVE A NUMBER OF PEOPLE HERE ON 61-A,  
11 SOME OF WHOM I KNOW ARE PEOPLE WHO PROBABLY SHOULD BE OTHER  
12 PLACES, SO I'D LIKE TO-- WELL, FIRST, LET ME GIVE MY  
13 ADJOURNMENTS. I MOVE THAT WHEN WE ADJOURN, WE ADJOURN IN  
14 MEMORY OF BONNIE LEE MARTIN, WHO PASSED AWAY ON APRIL 7TH AT  
15 THE AGE OF 74. SHE SERVED IN THE MUNICIPAL COURT AND SUPERIOR  
16 COURT IN LOS ANGELES FOR MORE THAN 20 YEARS UNTIL SHE RETIRED  
17 IN 1990. FOR THE LAST 14 YEARS, SHE'S BEEN A PARTNER AT  
18 JUDICIAL ARBITRATION MEDITATION-- MEDIATION SERVICES IN LOS  
19 ANGELES. SHE'S SURVIVED BY HER HUSBAND, ATTORNEY ARTHUR L.  
20 MARTIN, A DAUGHTER, ERICA, WHO IS ALSO AN ATTORNEY, A GRANDSON  
21 AND THREE SIBLINGS. AND AL LUCAS, LINEMAN FOR THE LOS ANGELES  
22 AVENGERS ARENA FOOTBALL TEAM WHO PASSED AWAY SUNDAY AFTERNOON  
23 AT THE AGE OF 26 AFTER SUSTAINING AN APPARENT SPINAL CORD  
24 INJURY WHILE TRYING TO MAKE A TACKLE EARLY IN THE GAME AT  
25 STAPLES CENTER. HE WAS A DEVOTED HUSBAND, FATHER AND OFF



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 SEASON COACH TO STUDENTS AT NORTHEAST HIGH SCHOOL IN MAITLAND,  
2 GEORGIA, WHERE HE LIVED. HE LEAVES TO CHERISH HIS MEMORY HIS  
3 WIFE AND A DAUGHTER. AND FREDERICK G. BRANCH, FIRST AFRICAN-  
4 AMERICAN OFFICER OF THE U.S. MARINE CORPS WHO PASSED AWAY  
5 SUNDAY, APRIL 10TH, AT THE AGE OF 82. HE WAS ONE OF 20,000  
6 BLACK MARINES TO SERVE IN WORLD WAR II AND EARNED HIS SECOND  
7 LIEUTENANT BARS IN 1945. HE WAS HONORED AS A PIONEER IN  
8 INTEGRATION BY THE MARINE CORPS IN 1997 AND NAMED A TRAINING  
9 BUILDING AFTER HIM AT MARINE OFFICERS CANDIDATE SCHOOL AT  
10 QUANTICO, VIRGINIA, BASE, WHERE HE WILL BE BURIED WITH FULL  
11 MILITARY HONORS. HE WAS WIDOWED IN 2000 UPON THE DEATH OF HIS  
12 WIFE OF 55 YEARS, CAMILLA. HE IS SURVIVED BY TWO BROTHERS,  
13 WILLIAM AND FLOYD.

14

15 **SUP. MOLINA, CHAIR:** SO ORDERED ON THOSE ADJOURNMENTS.

16

17 **SUP. BURKE:** I WOULD LIKE TO START OFF WITH 61-A.

18

19 **SUP. MOLINA, CHAIR:** MS. BURKE, IF YOU DON'T MIND, IF WE COULD  
20 DO 61-A AND PROBABLY 13 TOGETHER, IT PROBABLY WOULD MAKE A LOT  
21 OF SENSE.

22

23 **SUP. BURKE:** CERTAINLY. WELL, I WOULD LIKE TO DO 61-A FIRST.

24



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1   **SUP. MOLINA, CHAIR:** NO, I DON'T MIND DOING IT FIRST BUT LET'S  
2   DO THE OTHER ONLY BECAUSE I THINK THEY'RE WITHIN CONTEXT. MANY  
3   OF THE PEOPLE WHO WANT TO ADDRESS IT WANT TO ADDRESS BOTH OF  
4   THEM.

5

6   **SUP. BURKE:** OKAY. ALL RIGHT. I THINK WE SHOULD START OFF WITH  
7   THE DEPARTMENT, WHICH WOULD BE APPROPRIATE AT THIS POINT.

8

9   **SUP. MOLINA, CHAIR:** OKAY. YOU WANT TO ASK THE DEPARTMENT TO  
10   COME UP ON THIS ITEM FIRST?

11

12   **SUP. BURKE:** YES, PLEASE.

13

14   **SUP. MOLINA, CHAIR:** ALL RIGHT. DR. GARTHWAITE.

15

16   **SUP. BURKE:** AND ALSO, DO WE HAVE ANYONE FROM NAVIGANT HERE? I  
17   THINK IT WOULD BE HELPFUL TO HAVE THEM.

18

19   **SUP. MOLINA, CHAIR:** IF ANYONE IS HERE FROM NAVIGANT. ALL  
20   RIGHT.

21

22   **SUP. YAROSLAVSKY:** 61-A AND Q3.

23

24   **SUP. MOLINA, CHAIR:** IT'S 61-A AND NUMBER 13 ARE PRETTY MUCH  
25   RELATED SO THAT'S WHAT...



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1

2 **SUP. BURKE:** AND, BEFORE WE START, I DO HAVE AN AMENDMENT TO  
3 IT. DIRECT THE DIRECTOR OF HEALTH SERVICE TO WORK IN  
4 COLLABORATION WITH DREW UNIVERSITY AND NAVIGANT TO DEVELOP AND  
5 IMPLEMENT A PLAN THAT INCLUDES SPECIFIC GOALS AND TIME TABLES  
6 TO ADDRESS ISSUES RELATING TO RESIDENT OVERSIGHT AND  
7 SUPERVISION THAT WILL ENSURE THAT MEDICAL SERVICES ARE  
8 PROVIDED CONSISTENT WITH COMMUNITY STANDARDS OF CARE. DO YOU  
9 HAVE OBJECTION TO THAT?

10

11 **SUP. YAROSLAVSKY:** I'M GOING TO HAVE SOME QUESTIONS ABOUT IT.  
12 MAYBE AFTER DR. GARTHWAITE GETS IN, BECAUSE I'M NOT SURE HOW  
13 IT JIVES. IT MIGHT BE BETTER TO BRING IT IN SEPARATELY, WHICH-  
14 - BUT I DON'T THINK IT'S AN AMENDMENT TO MY MOTION IS, IN A  
15 WAY, INCONSISTENT WITH IT BUT WE'LL GET INTO THAT LATER.

16

17 **SUP. MOLINA, CHAIR:** SURE. ALL RIGHT. DR. GARTHWAITE, WOULD YOU  
18 KIND OF GIVE US A REPORT ON THESE TWO ITEMS, THE TWO ISSUES  
19 THAT ARE BEFORE US?

20

21 **SUP. BURKE:** I'M SURE YOU'VE READ THIS MOTION AND I WOULD THINK  
22 THAT SOME OF THE INFORMATION, YOU ALREADY HAVE HAD AN  
23 OPPORTUNITY TO REVIEW IN TERMS OF WHAT YOUR PLAN IS IN TERMS  
24 OF THE HOSPITAL. AND I PARTICULARLY HAVE ONE QUESTION THAT WAS  
25 ASKED OF ME I'D LIKE TO REALLY ASK. WE HAVE A SYSTEM AND WE



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 HAVE MANY HOSPITALS, WE HAVE HOSPITALS THAT ARE DOING VERY,  
2 VERY WELL. THE QUESTION THAT WAS ASKED OF ME IS WHY WE DON'T  
3 HAVE A ROTATION OF SOME OF THOSE PEOPLE WHO ARE IN CHARGE AT  
4 SOME OF THOSE OTHER HOSPITALS WHO HAVE BEEN ABLE TO MAINTAIN  
5 THE HOSPITAL AT A HIGH LEVEL. WHY WE DON'T HAVE A ROTATION  
6 WITHIN THE SYSTEM TO MAKE IT POSSIBLE FOR EACH HOSPITAL, IF IT  
7 HAS A PROBLEM, TO BE ABLE TO CALL ON THOSE PEOPLE WHO HAVE THE  
8 EXPERTISE.

9

10 **DR. THOMAS GARTHWAITE:** I THINK WE HAVE USED PHYSICIANS FROM  
11 OTHER HOSPITALS OCCASIONALLY TO REVIEW SPECIFIC CASES, TO  
12 PROVIDE CONSULTATION, TO WORK IN ROTATION OF RESIDENTS, BOTH  
13 IN AND OUT OF KING DREW MEDICAL CENTER, SO WE HAVE USED THE  
14 OTHER FACILITIES TO SOME DEGREE. CERTAINLY, A YEAR OR SO AGO  
15 WHEN WE POLLED MANAGEMENT EXPERTISE, WE DID BRING INDIVIDUALS  
16 TO KING DREW FROM OTHER FACILITIES TO HELP OUT. WE HAVE NOT  
17 SPECIFICALLY ASKED, LIKE, LEADERS FROM OTHER FACILITIES, MANY  
18 OF WHOM HAVE BEEN CERTAINLY CHALLENGED FOR THE RECENT JOINT  
19 COMMISSION ACCREDITATION VISITS AND OTHER THINGS, TO GO INTO  
20 KING DREW. I'D BE VERY HAPPY TO LOOK AT THAT, SPECIFICALLY  
21 WHERE WE MIGHT BE ABLE TO FIND SOME EXPERTS TO GO IN. WE WOULD  
22 HAVE TO GET THEM, IF THEY'RE GOING TO DELIVER CLINICAL CARE,  
23 WE'RE GOING TO HAVE TO GET THEM CREDENTIALLED THROUGH THE  
24 PROFESSIONAL STAFF ASSOCIATION.

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1   **SUP. BURKE:** I ALSO WONDER, ARE YOU SATISFIED WITH THE PACE AND  
2   WITH WORKING WITH NAVIGANT? OR WHAT DO YOU SEE AS THE  
3   TIMETABLE OF NAVIGANT BEING ABLE TO MOVE FORWARD?

4

5   **DR. THOMAS GARTHWAITE:** WELL, I THINK NAVIGANT IS MOVING  
6   FORWARD. LAST NIGHT, AT THE FIRST HOSPITAL ADVISORY BOARD  
7   MEETING, THEY REVIEWED SOME OF THEIR TIME FRAMES, THE NUMBER  
8   OF DELIVERABLES THAT THEY'RE ON TARGET WITH, THE SPECIFIC  
9   DELIVERABLES THEY'RE NOT ON TARGET WITH, THAT THEY ARE  
10   TRACKING MORE CLOSELY. MOST OF THOSE ARE ISSUES OF PLANT  
11   MAINTENANCE AND OTHER THINGS. BUT, CLEARLY, YOU KNOW, THEY'RE  
12   MAKING PROGRESS. IS IT FAST ENOUGH? I THINK IT WILL NEVER BE  
13   FAST ENOUGH IF WE DETECT PATIENTS WHO HAVE HAD A LESS THAN A  
14   PERFECT TREATMENT COURSE, SO I THINK-- I'M ANXIOUS TO MAKE IT  
15   AS FAST AS HUMANLY POSSIBLE, AS ARE YOU. SO I THINK THEY'RE  
16   MAKING SIGNIFICANT PROGRESS. IT'S A TREMENDOUS AMOUNT OF WORK.  
17   THERE IS A TREMENDOUS NUMBER OF THINGS THAT THEY'RE DOING  
18   SIMULTANEOUSLY BUT I THINK THERE IS PROGRESS.

19

20   **SUP. BURKE:** WELL, IF I READ THIS MOTION AS I'M READING IT, MY  
21   READING OF IT SEEMS TO INDICATE THE QUESTION TO YOU IS TO LOOK  
22   AT THE HOSPITAL AND TO DETERMINE WHETHER OR NOT IT SHOULD  
23   CONTINUE AS A TEACHING HOSPITAL OR, AT THIS POINT, DO YOU  
24   BELIEVE THAT IT SHOULD BE-- AND I-- IT DOESN'T SAY CLOSED BUT  
25   WHAT IT DOES SEEM TO SAY IS TO CHANGE IT TO A DIFFERENT KIND





**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 OF HOSPITAL. HAVE YOU, AT THIS POINT, ANY KIND OF  
2 DETERMINATION ON THAT?

3

4 **DR. THOMAS GARTHWAITE:** NO. I THINK THAT WE HAVE LOOKED AT THE  
5 ARRAY OF SERVICES AT THAT FACILITY. THERE ARE SOME SPECIFIC  
6 THINGS THAT I THINK WE WILL NEED TO REVIEW NOW THAT IT IS NO  
7 LONGER A TRAUMA CENTER, WHETHER OR NOT WE NEED TO MAINTAIN  
8 SOME OF THE SERVICES WE WERE MAINTAINING SIMPLY BECAUSE IT WAS  
9 A TRAUMA CENTER. YOU KNOW, YOUR BOARD HAS ASKED US TO AT LEAST  
10 LOOK AT WHEN IS IT POSSIBLE TO REOPEN IT AS A TRAUMA CENTER.  
11 SO WE HAVE TO MAKE A HARD DECISION AS TO HOW WE MAINTAIN THOSE  
12 PROGRAMS THAT ARE THERE BECAUSE IT'S A TRAUMA CENTER BETWEEN  
13 THE TIME THAT NOW, WHEN IT IS A TRAUMA CENTER, WHEN IT MIGHT  
14 BECOME IN THE FUTURE. I WOULD LIKE TO JUST SAY, IN TERMS OF  
15 DREW UNIVERSITY, I THINK THEY HAVE RESTRUCTURED THEIR BOARD IN  
16 A VERY SIGNIFICANT WAY. BUT WHAT WE NEED TO NOW KNOW IS WHAT  
17 DECISIONS DOES THIS NEWLY STRUCTURED BOARD TAKE. AND I HAVE  
18 HAD, I THINK, VERY FRANK DISCUSSIONS WITH MEMBERS OF THE BOARD  
19 AND WITH THE ACTING PRESIDENT OF DREW THAT THE KEY PART NOW IS  
20 TO GET AS MUCH STABILITY AND LEADERSHIP AT BOTH INSTITUTIONS.  
21 WE NEED A STABLE C.E.O. AND MANAGEMENT TEAM AT KING DREW  
22 MEDICAL CENTER AND WE NEED A PERMANENT PRESIDENT, A STABLE  
23 PRESIDENT TO LEAD FORWARD AT DREW UNIVERSITY. WITHOUT THOSE  
24 TWO IN A VERY SHORT PERIOD OF TIME, I THINK THAT WE'RE IN  
25 SIGNIFICANT JEOPARDY OF NOT BEING ABLE TO SAVE EITHER



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 INSTITUTION. WE NEED THAT STABLE LEADERSHIP. THE EXTRA  
2 CHALLENGE TO ALL THIS, OF COURSE, IS RECRUITING STABLE SKILLED  
3 LEADERSHIP TO A VERY TROUBLED, UNSTABLE SITUATION. SO THE MOST  
4 IMPORTANT THING I THINK WE COULD DO TO STABILIZE BOTH  
5 INSTITUTIONS FOR THE LONG TERM IS TO GET, AS QUICKLY AS  
6 POSSIBLE STRONG LEADERSHIP, WHATEVER THAT TAKES.

7

8 **SUP. BURKE:** THAT ADVISORY GROUP THAT MET LAST NIGHT, DID THEY  
9 HAVE ANY SUGGESTIONS THAT THEY MADE TO YOU IN TERMS OF  
10 LEADERSHIP AND THE POTENTIAL OF GETTING STABLE LEADERSHIP?

11

12 **DR. THOMAS GARTHWAITE:** WELL, THIS IS THE FIRST MEETING OF THE  
13 ADVISORY BOARD. IT CAN ONLY DISCUSS-- IT HAS THE BROWN ACT IT  
14 HAS TO ADHERE TO, SIMILAR TO THIS BODY, AND SO IT COULD ONLY  
15 SPEAK TO AGENDAIZED ISSUES. THE ISSUE OF A SINGLE EXECUTIVE  
16 OVER BOTH INSTITUTIONS WAS RAISED AND WILL BE ON THE AGENDA  
17 FOR THE NEXT MEETING, WHICH WILL BE NEXT MONTH, I GUESS.

18

19 **SUP. BURKE:** DID THEY ESTABLISH A GROUP THAT WILL HAVE SOME  
20 ABILITY TO LOOK AT THE CASES WE'VE BEEN READING ABOUT IN THE  
21 NEWSPAPER?

22

23 **DR. THOMAS GARTHWAITE:** EVEN BEFORE ADOPTING FORMAL BYLAWS, THE  
24 GROUP ESTABLISHED A QUALITY COMMITTEE AND WE ANTICIPATE THEY



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 WILL DO WORK THAT-- THE GROUP ANTICIPATES THAT THEY WOULD DO  
2 WORK BEFORE THE NEXT MEETING.

3

4 **SUP. BURKE:** I WOULD LIKE TO HAVE A CHANCE LATER TO ADDRESS THE  
5 ISSUES THAT ARE RAISED IN 13.

6

7 **SUP. KNABE:** MADAM CHAIR, COULD I JUST FOLLOW UP ON ONE  
8 QUESTION SUPERVISOR BURKE ASKED JUST ABOUT...?

9

10 **SUP. MOLINA, CHAIR:** IF YOU ONLY HAVE ONE QUESTION BECAUSE THEN  
11 SUPERVISOR YAROSLAVSKY...

12

13 **SUP. KNABE:** YEAH. YOU MADE THE COMMENT ABOUT THEIR NEXT  
14 MEETING BEING NEXT MONTH OR NEXT WEEK?

15

16 **SUP. MOLINA, CHAIR:** NEXT MONTH.

17

18 **DR. THOMAS GARTHWAITE:** I BELIEVE THE NEXT MEETING IS SET FOR  
19 MAY THE 9TH.

20

21 **SUP. MOLINA, CHAIR:** MAY 9TH. SUPERVISOR YAROSLAVSKY?

22

23 **SUP. YAROSLAVSKY:** MADAM CHAIR, I BROUGHT THIS MOTION IN NOT  
24 TO-- JUST LET ME CLARIFY SOMETHING MS. BURKE SAID. IT WAS NOT  
25 INTENDED TO LIMIT IT TO A DISCUSSION OF MAKING IT INTO A



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 COMMUNITY HOSPITAL AND ENDING THE TEACHING HOSPITAL  
2 RELATIONSHIP. I BELIEVE THAT'S WHAT'S CONTAINED IN MOTION 13.  
3 MY MOTION SPEAKS FOR ITSELF AND IT DOESN'T PUT ANY LIMIT ON  
4 WHAT YOU-- WHAT THE DIRECTOR IS BEING ASKED TO DO AND THAT  
5 WOULD BE NOT LIMITED TO SEVERING THE RELATIONSHIP WITH THE  
6 UNIVERSITY, TURNING IT INTO A COMMUNITY HOSPITAL OR, IF IN THE  
7 PROFESSIONAL JUDGMENT-- WHAT IT'S ASKING FOR IS THE  
8 PROFESSIONAL JUDGMENT OF THE DIRECTOR OF HEALTH SERVICES, AND  
9 THAT WOULD INCLUDE IF HE FELT THE ONLY WAY TO SOLVE THIS  
10 ISSUE, TO ADDRESS THIS ISSUE AT THE END OF THE DAY, WAS  
11 CLOSURE, IT WOULD INCLUDE THAT, TOO. IT'S NOT EXCLUDING THAT  
12 OPTION. I WANT TO MAKE THAT VERY CLEAR. AND THE REASON IS, IT  
13 EMANATED FROM OUR CLOSED SESSION MEETING LAST WEEK, WHERE WE  
14 DISCUSSED THE OTHER CASES. I'M NOT GOING TO GET INTO THE OTHER  
15 CASES BECAUSE OF THE LIABILITY ISSUE BUT THE QUESTION-- IT  
16 BEGGED THE QUESTION-- THAT WHOLE DISCUSSION BEGGED THE  
17 QUESTION OF HOW LONG SHOULD WE WAIT? WHEN WE ASKED YOU LAST  
18 WEEK WHETHER PROGRESS IS BEING MADE, YOU DIDN'T SAY  
19 SIGNIFICANT PROGRESS LIKE YOU SAID TODAY. YOU SAID, I DON'T  
20 REMEMBER THE WORDS, WE CAN GO BACK AND LISTEN TO THE TAPE BUT  
21 IT WAS A MODICUM OF PROGRESS OR SOME PROGRESS BUT SIGNIFICANT  
22 WASN'T THE WORD THAT WAS USED. WHEN I ASKED YOU HOW LONG YOU  
23 THOUGHT WE COULD WAIT BEFORE WE OUGHT TO MAKE A DETERMINATION  
24 WHETHER WE'VE TURNED A CORNER OR NOT, I THINK YOU SAID  
25 SOMETHING ON THE ORDER 60 TO 90 MORE DAYS AND THAT WAS OFF THE



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 TOP OF YOUR HEAD BECAUSE THE QUESTION WAS OFF THE TOP OF MY  
2 HEAD AND WE WERE ALL JUST-- I'M NOT GOING TO HOLD YOU TO  
3 ANYTHING SPECIFIC BECAUSE IT WAS ALL IN THE SPIRIT OF A CANDID  
4 DISCUSSION. THE MOTION THAT I HAVE BEFORE YOU TODAY, BEFORE  
5 THE BOARD TODAY, IS TO FORMALLY REQUEST YOU TO GO THROUGH THIS  
6 EXERCISE, BECAUSE WE NEED TO KNOW WHAT YOUR PROFESSIONAL  
7 JUDGMENT IS AND WE NEED TO KNOW WHAT NAVIGANT'S PROFESSIONAL  
8 JUDGMENT IS, TOO. THIS REALLY DIRECTS IT TO YOU, THEY REPORT  
9 TO YOU AND I GUESS THEY REPORT TO US, TOO, BUT THEY PRIMARILY  
10 REPORT THROUGH YOU TO US AND I WOULDN'T HAVE ANY OBJECTION IF  
11 THEY WERE ALSO ASKED TO REPORT BUT YOU'RE THE ONLY ONE WHO IS  
12 STATUTORILY ACCOUNTABLE TO THE PEOPLE OF THIS COUNTY. NAVIGANT  
13 IS ACCOUNTABLE TO YOU. YOU'RE ACCOUNTABLE TO US. AND WE ARE  
14 ACCOUNTABLE TO THE PEOPLE OF THE COUNTY. NOW, HERE'S THE  
15 PROBLEM. AND I THINK CANDOR IS THE BEST MEDICINE HERE. WHEN WE  
16 MADE THE DECISION THAT WE MADE IN NOVEMBER AND DECEMBER AFTER  
17 THE BEILENSEN HEARINGS, WHENEVER IT WAS IN LATE NOVEMBER,  
18 EARLY DECEMBER THAT WHEN WE MADE THE DECISION TO MOVE IN THIS  
19 DIRECTION, THE STRATEGY WAS TO TRY TO FIX THE HOSPITAL WHILE  
20 WE KEPT IT OPEN. I THINK THAT WAS THE RIGHT DECISION TO MAKE  
21 AT THE TIME. I DOUBT IF ANY OF US WOULD FEEL ANY DIFFERENTLY  
22 ABOUT IT. I STILL TODAY FEEL IT WAS THE RIGHT DECISION TO MAKE  
23 AT THE TIME BECAUSE, IF WE CAN FIX IT WHILE WE KEEP IT OPEN  
24 AND "FIX IT" IS THE OPERATIVE WORD, THEN WE HAVE A WIN/WIN  
25 SITUATION. WE WILL HAVE CONTINUED TO SERVE THE NEEDS OF THE



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 COMMUNITY, NOT JUST IN HOSPITAL BEDS BUT IN THE EMERGENCY  
2 ROOMS AND OTHER ANCILLARY SERVICES WHILE WE BRING THE  
3 STANDARDS UP. IF, ON THE OTHER HAND WE CAN'T FIX IT WHILE WE  
4 KEEP IT OPEN, TO USE THE METAPHOR OF TRYING TO REBUILD THE  
5 ENGINE OF A CORVETTE WHILE IT'S GOING A HUNDRED MILES AN HOUR  
6 DOWN THE FREEWAY, IF WE CAN'T DO IT, THEN WE OUGHT TO BE MAN  
7 ENOUGH TO SAY IT AND TO TAKE ANOTHER APPROACH, WHATEVER THAT  
8 APPROACH IS. AND I DON'T KNOW WHAT IT IS. I'M NOT A PHYSICIAN,  
9 I'M NOT A HOSPITAL ADMINISTRATOR. WHETHER IT'S SHUTTING THE  
10 WHOLE THING DOWN, WHETHER IT'S SHUTTING DOWN THE HOSPITAL  
11 PART, WHETHER YOU CAN SHUT DOWN PART OF IT AND KEEP THE  
12 EMERGENCY ROOM OPEN, WHETHER YOU CAN TURN IT INTO AN URGENT  
13 CARE CENTER, I DON'T HAVE THE FOGGIEST IDEA BUT YOU DO AND WE  
14 PAY YOU BIG MONEY TO GIVE US THAT KIND OF ADVICE. AND IF YOUR  
15 ADVICE AT THE ENDS OF THE DAY IS WE'RE MAKING SIGNIFICANT  
16 PROGRESS, IF THAT'S WHAT YOU FEEL AFTER YOU'VE GONE THROUGH AN  
17 EXERCISE OF ASSESSING WITH NAVIGANT IN COLLABORATION WITH US,  
18 THEN I WANT YOU TO PUT THAT DOWN IN WRITING AND WANT TO BE  
19 ABLE TO HAVE A BACK AND FORTH AND DEFEND YOUR POSITION LIKE  
20 YOU DID WHEN YOU GOT YOUR DEGREES AND LET IT IN PUBLIC, IN  
21 OPEN SESSION, SO THAT IT STANDS THE TEST OF RIGOROUS  
22 QUESTIONING. AND I THINK THAT'S-- YOU AND US, YOU AND WE OWE  
23 THE PUBLIC NOTHING LESS. AND THAT'S THE THING. WE'RE ALL  
24 SITTING HERE, IN ONE FORM OR ANOTHER, IN ONE ITERATION OR  
25 ANOTHER, WE'RE ALL EXTREMELY FRUSTRATED BY WHAT'S GOING ON.



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 AND, AT SOME POINT, THE POINT HAS LONG SINCE COME, I HAVE TO  
2 ASK THE QUESTION, HOW LONG SHOULD I WAIT? HOW LONG? I ASKED  
3 YOU LAST WEEK. I ASKED YOU IN PUBLIC SEVERAL MONTHS AGO, IS  
4 THIS HOSPITAL AS SAFE AS OTHERS OR IS IT LESS SAFE THAN  
5 OTHERS? YOU SAID IT'S AS THOUGH, IF I REMEMBER YOUR METAPHOR  
6 CORRECTLY, IT'S AS THOUGH-- THIS HOSPITAL IS AS THOUGH YOU'RE  
7 GOING ON A SLIPPERY ROAD IN THE MOUNTAINS WITHOUT A GUARDRAIL,  
8 WHEREAS ALL THE OTHER HOSPITALS HAVE GUARDRAILS. WELL, I'VE  
9 BEEN ON SLIPPERY ROADS WITHOUT GUARDRAILS AND THEY GIVE ME  
10 HEART PALPITATIONS. I'D RATHER HAVE GUARDRAILS. SO THE  
11 QUESTION THAT I ASKED YOU AND THAT THIS MOTION ASKS YOU TO  
12 ANALYZE, AND I DON'T KNOW THAT YOU CAN ANALYZE IT TODAY. IF  
13 YOU CAN, GREAT, BUT YOU DIDN'T THINK YOU COULD DO IT LAST WEEK  
14 IN SIX DAYS. THE QUESTION IS, YOU'VE GOT TWO CURVES. YOU'VE  
15 GOT THE CURVE THAT'S, HOPEFULLY, A DOWN-SLOPING CURVE OF LACK  
16 OF STANDARDS, LACK OF ACCOUNTABILITY AND LACK OF COMPETENCE  
17 THAT IS CREATING ALL OF THE PROBLEMS-- MANY OF THE PROBLEMS  
18 THAT WE ARE DEALING WITH AND WE'RE HOPING THAT THAT CURVE IS  
19 GOING TO BE ON THE DOWN SLOPE. AND THEN THE OTHER CURVE IS THE  
20 ONE OF INCREASING COMPETENCE, INCREASING ACCOUNTABILITY,  
21 INCREASING STANDARDS, IMPROVEMENT, LIGHT AT THE END OF THE  
22 TUNNEL AND WE HOPE THAT THAT CURVE IS ON THE UP-SLOPE. NOW THE  
23 QUESTION IS, WHEN ARE THOSE TWO CURVES GOING TO CROSS AND HOW  
24 LONG SHOULD WE WAIT UNTIL THEY CROSS? THAT WAS THE QUESTION I  
25 ASKED YOU LAST WEEK AND YOU SAID 60 TO 90 DAYS, MAYBE IT'S 90





**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 TO 120 DAYS. MAYBE IT'S A YEAR. I DON'T KNOW WHAT IT IS BUT WE  
2 CAN'T WAIT FOREVER. AND TO PARAPHRASE POTTER STEWART, I CAN'T  
3 DEFINE OBSCENITY BUT I KNOW IT WHEN I SEE IT. I CAN'T DEFINE A  
4 DISASTER BUT I KNOW IT WHEN I SEE IT. AND I SEE A DISASTER.  
5 AND ALL I'M ASKING YOU TO DO IS GIVE US SOME KIND OF A  
6 PROFESSIONAL ASSESSMENT. IF YOU BELIEVE THAT WE CAN CONTINUE  
7 TO DO THIS JOB AT THIS PACE OR IF YOU THINK WE CAN ACCELERATE  
8 THE PACE, TELL US WHY AND TELL US HOW. IF YOU DON'T, I WANT  
9 YOU TO TELL US THAT, TOO. AND I'M NOT-- MR. ANTONOVICH'S  
10 MOTION IS ONE PIECE OF THIS, AND HE'S TAKEN IT TO ONE LEVEL.  
11 I'M TAKING IT-- LET'S TAKE A LOOK AT THE WHOLE DAMN THING.  
12 AND, IF IT'S NOT FIXABLE, THEN THE SOONER WE ADMIT TO THAT, WE  
13 CAN GET ON WITH TRYING TO FIX IT IN THE ONLY OTHER WAY WE KNOW  
14 HOW, WHATEVER THAT WAY IS, WITH YOURS AND OUR CONSULTANTS'  
15 INPUT. SO THAT'S WHAT THIS IS ABOUT. I WANT TO JUST-- YOU  
16 KNOW, I KNOW WHEN-- I DON'T THINK I SPEAK OUT OF SCHOOL, EVERY  
17 MEMBER OF THIS BOARD HAS BEEN EXCEEDINGLY PATIENT ABOUT THIS.  
18 EVERY MEMBER OF THIS BOARD SUPPORTED THE STRATEGY THAT WE  
19 UNDERTOOK LATE LAST YEAR. EVERY ONE OF US WOULD LIKE TO FIX  
20 THIS WITHOUT HAVING TO FURTHER CONSTRAIN THE SERVICES THAT ARE  
21 PROVIDED AT THE HOSPITAL AND THAT INCLUDES ME. THE LAST THING--  
22 - THE SECOND TO THE LAST THING I WANT TO DO IS CLOSE ANY MORE  
23 OF THIS FACILITY THAN HAS ALREADY BEEN CLOSED. THE LAST THING  
24 I WANT TO DO IS HAVE A FACILITY THAT'S OPEN THAT PUTS THE  
25 PUBLIC, OUR CLIENTELE, AT GREATER RISK OF DYING THAN THEY NEED



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 TO BE COMING INTO OUR HOSPITAL. THAT'S THE LAST THING I WANT.  
2 AND I NEED YOU, ALL OF US NEED YOU TO TELL US, GIVE US YOUR  
3 BEST MEDICAL PROFESSIONAL, THAT'S THE ONE THING ABOUT YOU WHEN  
4 WE HIRED YOU, DR. GARTHWAITE, THAT DIFFERENTIATED YOU FROM  
5 YOUR PREDECESSOR, IS THAT YOU WERE NOT ONLY A HOSPITAL-- A  
6 HEALTHCARE ADMINISTRATOR, YOU WERE ALSO A MEDICAL DOCTOR, SO  
7 WE GOT THE BEST OF TWO WORLDS OUT OF YOU AND I VALUE YOUR  
8 MEDICAL JUDGMENT. I MAY NOT VALUE YOUR-- ANY OF US COULD BE  
9 CRITICIZED FOR HOW WE'VE ADMINISTERED THIS PLACE, BUT I VALUE  
10 YOUR MEDICAL JUDGMENT. IT'S ALWAYS BEEN SOUND, I THINK YOU'VE  
11 ALWAYS GIVEN, AS LATE AS LAST WEEK, WHEN WE GOT INTO SOME OF  
12 THE MEDICAL ISSUES, IT WAS SOUND, IT WAS INCISIVE, PERCEPTIVE  
13 AND, NO PUN INTENDED, SURGICAL AND I THINK WE NEED THAT, AN  
14 EMBELLISHMENT OF THAT AND IF IT TAKES YOU A WEEK OR IF IT  
15 TAKES YOU TWO WEEKS, IF IT TAKES YOU TO MAY 10TH, WE NEED THAT  
16 KIND OF A THING. AND I JUST WANT SPEAK TO-- THE ONLY PROBLEM I  
17 HAVE WITH YOUR AMENDMENT, YVONNE, AND IT CAN BE EASILY FIXED,  
18 IS THE PART WHERE IT SAYS THAT DREW UNIVERSITY AND NAVIGANT,  
19 THAT THE DEPARTMENT OF HEALTH SERVICES WORK IN COLLABORATION  
20 WITH DREW UNIVERSITY AND NAVIGANT TO DEVELOP AND IMPLEMENT A  
21 PLAN, ET CETERA, ET CETERA. THAT ASSUMES THAT DREW UNIVERSITY  
22 AND NAVIGANT-- I MEAN, I WOULD SAY HAVE THE DIRECTOR WORK WITH  
23 THE APPROPRIATE CONSULTANTS AND PERSONNEL TO DEVELOP.  
24



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1    **SUP. MOLINA, CHAIR:** BUT WE ALREADY HAVE THIS IN THE TIMETABLE.  
2    IT'S ALREADY IN THERE.

3

4    **SUP. YAROSLAVSKY:** THAT'S FINE. THAT'S FINE. I THINK IT'S...

5

6    **SUP. MOLINA, CHAIR:** WE ALREADY HAVE THIS.

7

8    **SUP. YAROSLAVSKY:** IT MAY BE SUPERFLUOUS. I'LL LEAVE THAT TO  
9    OTHERS BUT I...

10

11    **SUP. BURKE:** MAY I RESPOND AT ALL?

12

13    **SUP. YAROSLAVSKY:** I THINK IT'S CRITICAL THAT WE HAVE A-- THE  
14    MOST IMPORTANT THING TO ME IS THAT WE HAVE A REPORT, AN  
15    ANALYSIS FROM YOU ON THIS QUESTION: ARE WE MAKING PROGRESS? IF  
16    YOU THINK IT'S SIGNIFICANT, EXPLAIN WHY. IF YOU DON'T THINK  
17    IT'S SIGNIFICANT, AT WHAT POINT WOULD YOU SUGGEST TO US IT'S  
18    TIME TO RETHINK OUR FIRST STRATEGY? IS THAT 30 DAYS, 60 DAYS,  
19    90 DAYS? AND THEN, IF THERE'S GOING TO BE ANOTHER STRATEGY, I  
20    THINK IT WOULD BE PRUDENT FOR YOU AND YOUR STAFF TO START  
21    THINKING OF ALTERNATIVE STRATEGIES, WHATEVER THEY MAY BE. IT  
22    MAY NOT BE SHUTTING THE WHOLE THING DOWN. THERE MAY BE SOME  
23    INTERMEDIATE STEPS. I DON'T KNOW. THANK YOU.

24

25    **SUP. MOLINA, CHAIR:** LET'S HAVE DR. GARTHWAITE RESPOND TO THAT.



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1  
2 **DR. THOMAS GARTHWAITE:** YES, I'D JUST LIKE TO MAKE A FEW  
3 POINTS. FIRST OF ALL, ABSOLUTELY BELIEVE THAT WE HAVE TO PUT  
4 UP THE GUARDRAIL SO THAT THE SAFETY MARGIN FOR EVERY PATIENTS  
5 IN OUR SYSTEM IS EQUAL. SECONDLY, I'D SAY THAT THERE WAS A  
6 HOSPITAL IN WASHINGTON, D.C., D.C. GENERAL, THAT HAD A DEEP  
7 ISSUE OF QUALITY ISSUES OVER TIME AND CULTURE AND THEY  
8 DETERMINED TO SHUT DOWN THAT HOSPITAL AND PROVIDE A KIND OF  
9 HEALTH INSURANCE TO INDIVIDUALS. THE PROBLEM WAS THE HEALTH  
10 INSURANCE COMPANY WENT OUT OF BUSINESS AND THERE WAS SEVERAL  
11 STUDIES THAT SUGGESTED THAT PATIENTS DIDN'T GET GOOD ACCESS TO  
12 CARE AFTER THAT HAPPENED, EVEN THOUGH THERE WAS EVERY ATTEMPT  
13 TO TRY TO GET THEM GOOD ACCESS TO CARE AND THAT, YOU KNOW,  
14 THERE WERE CASES WHERE THEY FELT PATIENTS SUFFERED FROM THAT.  
15 AND THEY'VE ENTERTAINED, EVEN I WAS CALLED BY A CONSULTANT TO  
16 TALK ABOUT, THEY WERE ENTERTAINING REBUILDING A HOSPITAL, D.C.  
17 GENERAL. SO I WOULD JUST SAY THAT, AS HARD AS THIS IS, IT'S  
18 HARD FOR EVERYBODY WHO'S TRYING TO DELIVER CARE WITH AS MANY  
19 UNINSURED PATIENTS IN AREAS WHERE IT'S VERY DIFFICULT TO  
20 RECRUIT. WE WOULD LIKE TO GET SOME OTHER REVIEWS AND HAVE--  
21 DISCUSS OUTSIDE OF THE COUNTY, THE HEALTH DEPARTMENT, WHO  
22 MIGHT COME IN AND I DON'T THINK I SHOULD SAY AT THIS POINT IN  
23 TIME BUT AT LEAST ONE REGULATORY BODY WE THINK WILL BE  
24 VISITING TO GIVE US AN ASSESSMENT OF WHETHER THERE'S BEEN  
25 PROGRESS FROM LAST OCTOBER TO TODAY, SO THAT BOTH THE



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 DEPARTMENT AND YOU WILL HAVE A MORE INDEPENDENT ASSESSMENT OF  
2 PROGRESS.

3

4 **SUP. YAROSLAVSKY:** WHEN IS THAT GOING TO HAPPEN?

5

6 **DR. THOMAS GARTHWAITE:** I CAN'T PROMISE FOR THEM BUT SOON, VERY  
7 SOON.

8

9 **SUP. BURKE:** MAY I JUST RESPOND?

10

11 **DR. THOMAS GARTHWAITE:** THE-- SORRY. JUST...

12

13 **SUP. MOLINA, CHAIR:** LET HIM FINISH.

14

15 **DR. THOMAS GARTHWAITE:** ONE OF THE HARDEST ISSUES IS THAT WE  
16 CAN ASSESS WHETHER OUR STAFF ANSWER QUESTIONS RIGHT, WE CAN  
17 SAY WHAT'S THE DOSE OF DIOXIN AND GET BACK AN OBJECTIVE  
18 ANSWER. THE HARDEST THINGS TO ASSESS, AND ONE OF THE REASONS  
19 WE'VE BEEN TRYING TO FIX THIS HOSPITAL IN PLACE WITHOUT  
20 SHUTTING IT DOWN, IS THAT ASSESSING WHETHER SOMEONE HAS, YOU  
21 KNOW, THE CULTURE, THE COMMON SENSE, THE SORT OF ETHICS OF THE  
22 PROFESSION IS SOMETHING YOU ALMOST HAVE TO DO IN PLACE. AND  
23 WE'VE TAKEN-- WE'VE OPENED MORE THAN 400 PERSONNEL ACTIONS OUT  
24 OF 2,500 EMPLOYEES. I DON'T KNOW WHETHER WE'RE HALFWAY THERE,  
25 TWO-THIRDS OF THE WAY THERE, 90% OF THE WAY THERE BUT I KNOW



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 WE'VE BEEN WORKING VERY DILIGENTLY, VERY HARD TO FIND  
2 INDIVIDUALS WHO ARE WILLING TO STEP UP TO THE PLATE STEP UP TO  
3 THE PLATE AND DO THEIR JOBS WELL AND WE'VE TAKEN, I THINK,  
4 DECISIVE ACTION IN THAT REGARD. I'D LIKE TO ASSURE YOU AND THE  
5 PUBLIC THAT WE'VE DONE SOMETHING DIFFERENT IN TERMS OF THE  
6 SUPERVISION ISSUES. WE WERE CONCERNED ABOUT THE CARE IN A  
7 COUPLE OF CASES THAT HAVE COME TO PUBLIC ATTENTION THAT THE  
8 EVIDENCE OF RESIDENT SUPERVISION, AT LEAST ON THE CHARTS IN  
9 THOSE PARTICULAR CASES, COULD HAVE BEEN BETTER. AND SO WHAT WE  
10 DID WAS WE'VE NOW PUT OUT A POLICY THAT WE ARE GOING TO EXCEED  
11 THE USUAL REQUIREMENTS, THE NATIONAL STANDARDS, THE KIND OF  
12 REQUIREMENTS THAT EVERYONE'S TRYING TO ADHERE, WE'RE GOING TO  
13 AIM TO EXCEED THOSE BETWEEN NOW AND THE TIME THE JOINT  
14 COMMISSION, THE C.M.S. AND A.C.G.M.E. ARE ALL RESTORED, SO OUR  
15 EFFORT IS TO NOT JUST MEET THE MINIMUM STANDARD; OUR EFFORT IS  
16 TO EXCEED IT. SO IF ROUNDS ARE TYPICALLY MADE ONCE A DAY, WE  
17 MIGHT DEMAND ON HIGH-RISK PATIENTS THAT THERE'S DOCUMENTATION  
18 THAT THEY'RE MADE TWICE A DAY AND THEN WE'RE GOING TO AUDIT  
19 THOSE MORE CAREFULLY. SO I THINK THAT'S AN EFFORT TO REALLY  
20 TARGET, YOU KNOW, AT LEAST WHERE WE THINK THERE'S STILL A  
21 WEAKNESS IN CARRYING OUT SUPERVISION. SO I JUST WANTED TO MAKE  
22 THOSE POINTS.

23

24 **SUP. MOLINA, CHAIR:** LET ME JUST-- EXCUSE ME. LET ME ASK SOME  
25 QUESTIONS. I APPRECIATE THAT MR. YAROSLAVSKY HAS CLARIFIED HIS



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 MOTION. I DIDN'T UNDERSTAND IT WHEN I RECEIVED IT AND I'M NOT  
2 SO SURE THAT DR. GARTHWAITE UNDERSTANDS IT COMPLETELY, EITHER.  
3 ONE THING THAT SUPERVISOR YAROSLAVSKY SAID IS WE'RE ALL  
4 FRUSTRATED. THIS IS A VERY PERPLEXING SITUATION THAT WE'RE IN.  
5 I FEEL THAT I'VE EXHAUSTED EVERY SINGLE REMEDY AVAILABLE TO  
6 ME, EVERY SINGLE REMEDY THAT IS AVAILABLE TO ME TO PUT A FIX  
7 IN PLACE AND I'M NOT SO SURE WHAT SUPERVISOR YAROSLAVSKY'S  
8 MOTION PUTS BEFORE US BECAUSE MY CONCERN IS THAT IT CANNOT  
9 INCLUDE THE CLOSING OF THE HOSPITAL. THAT JUST ISN'T POSSIBLE.  
10 NOT IN LIGHT OF THE PATIENTS THAT ARE THERE, NOT IN LIGHT OF  
11 THE PATIENT NEEDS IN THAT COMMUNITY. THERE ISN'T AN OVERLOAD  
12 THAT L.A. COUNTY U.S.C. COULD TAKE ON, THERE'S NOT ENOUGH BEDS  
13 AT L.A. COUNTY U.S.C., THERE'S NO WAY THAT HARBOR COULD TAKE  
14 ON THESE PATIENTS AND ABSOLUTELY NO WAY THAT THEY COULD BE  
15 PART OF THE OLIVE VIEW COMMUNITY EITHER. SO THAT CAN'T BE AN  
16 OPTION. YET, AT THE SAME TIME, I UNDERSTAND THE FRUSTRATION OF  
17 SUPERVISOR YAROSLAVSKY BECAUSE HE FEELS PROBABLY AS I DO THAT  
18 WE'VE PUT EVERY SINGLE REMEDIAL ACTION IN PLACE AND SO NOW  
19 YOU'RE ASKED TO EVALUATE HOW HAVE THOSE ACTIONS RESPONDED.  
20 YOU'RE TELLING US EVEN TODAY, "GUESS WHAT, WE'RE PUTTING IN A  
21 NEW POLICY THAT REQUIRES A HIGHER STANDARD OF REVIEW." AND  
22 YET, AT THE SAME TIME, WE HAVE POLICIES THAT HAVE BEEN PUT IN  
23 PLACE OVER AND OVER AND OVER AGAIN AND YOU HAVE THE MOST  
24 OBSTINATE SET OF DOCTORS, RESIDENTS, NURSES, JANITORS,  
25 MANAGEMENT, ADMINISTRATORS WHO ARE NOT PAYING ATTENTION TO ONE





**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 RULE WE PASS AROUND HERE. AND SO THAT DOESN'T CREATE A REMEDY  
2 FOR ME. WE COULD PASS RULES ALL DAY LONG AND WE HAVE PEOPLE,  
3 WHETHER THEY BE NURSES, WHETHER THEY BE ATTENDING PHYSICIANS,  
4 WHETHER THEY BE CHAIRS OF DEPARTMENTS, WHO IGNORE US EVERY  
5 SINGLE MOMENT OF THE DAY. THEY IGNORE US. THEY IGNORE THE  
6 COMMUNITY. THEY IGNORE THEIR OWN ETHICAL RESPONSIBILITY TO  
7 PATIENT CARE. AND SO I'M SUPPOSED TO TRUST THAT ANOTHER REVIEW  
8 IN THE NEXT COUPLE OF WEEKS ARE GOING TO LAY OUT A NEW SET OF  
9 REMEDIAL ACTIONS? I MEAN, I CAN DISCIPLINE PEOPLE ALL DAY LONG  
10 AND, BELIEVE ME, I'M CAPABLE OF DOING IT BUT I DON'T KNOW THAT  
11 THAT'S GOING TO GET THEM TO GO. IF THEY DON'T HAVE A BASELINE  
12 OF PROFESSIONALISM, IF THEY DON'T HAVE A BASELINE OF MEDICAL  
13 ETHICS, IF THEY DON'T HAVE A BASELINE OF COMMITMENT TO THE  
14 COMMUNITY, YOU KNOW, I'M NOT SURE WHAT REMEDY COULD BE PUT IN  
15 PLACE. I MEAN, DO WE CLOSE THE PLACE FOR A DAY, FIRE  
16 EVERYBODY'S BEHIND AND THE NEXT DAY, START OVER AND HIRE  
17 EVERYONE? WE MIGHT BE ABLE TO DO THAT. IF THAT'S WHAT IT  
18 TAKES. BUT I AM VERY, VERY CONCERNED, EVEN WITH THIS MOTION,  
19 THAT ALL I'M DOING IS GOING TO ANOTHER LEVEL OF REMEDIAL  
20 ACTIONS AND, UNFORTUNATELY, EVEN WHAT YOU PRESENTED AT THIS  
21 MOMENT TELLS ME THAT, "GUESS WHAT, WE'RE IMPLEMENTING A NEW  
22 HIGHER STANDARD OF CARE, A NEW PROTOCOL, A NEW POLICY. THE  
23 DOCTORS ARE NOW GOING TO MAKE THE ROUNDS REGULARLY." WHO'S  
24 GOING TO FORCE THEM TO DO IT? ANESTHESIOLOGISTS DON'T RESPOND  
25 TODAY. WHO'S GOING TO SIT THERE? SO, DR. GARTHWAITE, THE ONLY



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1    THING I WOULD ACCEPT FROM SUPERVISOR YAROSLAVSKY'S MOTION THAT  
2    WOULD BE ACCEPTABLE TO ME, AND THAT'S IN PLACE OF MYSELF DOING  
3    IT, IS ASKING YOU TO ROLL UP YOUR SLEEVES, PARK YOURSELF  
4    THERE, GET YOURSELF AN OFFICE, SOME GOOD WALKING SHOES AND ASK  
5    YOU TO MAKE THE ROUNDS EVERY SINGLE DAY. THIS IS CRISIS  
6    MANAGEMENT. WE ARE IN A CRISIS. THERE IS NO WAY THAT, FROM THE  
7    DOWNTOWN OFFICE, YOU CAN MAKE A PRONOUNCEMENT. THERE IS NO WAY  
8    THAT EVEN NAVIGANT CAN MAKE A PRONOUNCEMENT. I AM HEARING OF  
9    THESE PROBLEM DEATHS NOT BY YOU, NOT BY NAVIGANT, NOT BY  
10   ANYONE IN THE DEPARTMENT OF HEALTH SERVICES; I'M HEARING IT  
11   FROM "THE LOS ANGELES TIMES." THAT'S PATHETIC FOR US. WE HAVE  
12   A MECHANISM IN PLACE, WE ARE TOLD, THAT THEY'RE GOING TO  
13   REVIEW THESE THINGS. IF "THE L.A. TIMES" DOESN'T TELL US AND  
14   WE DON'T TELL YOU AND YOU DON'T TELL NAVIGANT, THESE  
15   UNFORTUNATE SITUATIONS WOULD NOT EVEN BE INVESTIGATED UNTIL  
16   POTENTIALLY THERE'S A LAWSUIT AND THEN WE ARE FORCED TO DO SO.  
17   SO I WILL ONLY ACCEPT SUPERVISOR YAROSLAVSKY'S MOTION IF I  
18   KNOW YOU'RE GOING TO BE THERE. OTHERWISE, WITH ALL DUE  
19   RESPECT, YOUR RECOMMENDATIONS WOULD BE MEANINGLESS TO ME.

20

21   **DR. THOMAS GARTHWAITE:** YEAH, I'D BE HAPPY TO GO TO KING DREW  
22   MORE OFTEN THAN I DO. I ALREADY GO THERE MANY MORE TIMES THAN  
23   I GO ANY OTHER FACILITIES BUT I'D BE MORE THAN HAPPY TO DO  
24   THAT.

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1   **SUP. MOLINA, CHAIR:** I SAID PARK YOURSELF THERE, TAKE YOUR  
2   SCHEDULE, TEAR IT UP, AND SPEND EVERY MOMENT THAT YOU'RE  
3   WORKING FOR US WORKING ON SOLVING THE CRISIS AT KING. [  
4   APPLAUSE ]

5

6   **SUP. MOLINA, CHAIR:** THAT'S WHAT I'M ASKING. I DON'T KNOW WHAT  
7   ELSE TO DO. AND IT JUST CAN'T BE A REPORT THAT I MIGHT ACCEPT  
8   IN THIS NEXT COUPLE OF DAYS. IT'S A CRISIS SITUATION. IT HAS  
9   TO BE RESOLVED. AND IF YOU COME BACK AND YOU TELL ME, "I NEED  
10   TO CLOSE DOWN FOR A DAY, I'M GOING TO FIRE EVERYBODY'S BEHIND,  
11   NEXT DAY I'LL BE HIRING EVERYONE WHO SHOULD BE THERE, I'M  
12   GOING TO KILL OFF THE AFFILIATION WITH DREW, I'LL GET MAKE IT  
13   A COMMUNITY HOSPITAL AND I'M GOING TO HIRE DOCS." IF YOU'RE  
14   GOING TO TELL ME THAT I CAN FIX THE FOLLOWING THINGS.  
15   HOPEFULLY, YOU'RE GOING TO TELL ME IN WHAT KIND OF A TIME  
16   FRAME I CAN DO IT. IF YOU'RE GOING TO TELL ME I'VE GOT TO GET  
17   RID OF NAVIGANT, THAT THEY'RE NOT THE TURNAROUND ARTISTS THAT  
18   THEY PROMISED TO BE OR IF YOU'RE GOING TO TELL ME I NEED TO UP  
19   THE CONTRACT FOR NAVIGANT, I WANT YOU TO BE ABLE TO TELL ME  
20   FROM HANDS-ON ACCESS AND CONTRIBUTIONS AND TALKING TO PEOPLE  
21   AND DIALOGUING. I WILL ACCEPT YOUR RECOMMENDATIONS IF THEY ARE  
22   DONE FROM THE VERY BASE OF THE PROBLEM AND THAT IS AT KING  
23   HOSPITAL ITSELF.

24

25   **DR. THOMAS GARTHWAITE:** UNDERSTOOD.



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1

2 **SUP. YAROSLAVSKY:** GLORIA, CAN I SAY SOMETHING ON YOUR POINT,  
3 ON CLOSING FOR A DAY? WHEN I SAY "CLOSE," THAT'S WHAT I MEAN,  
4 IS SUFFICIENT TIME TO CLEAN HOUSE AND THEN RECONSTRUCT, NOT TO  
5 CLOSE IT PERMANENTLY AND I'M NOT EVEN SUGGESTING THAT THAT'S  
6 WHERE WE ARE BUT I'M SUGGESTING THAT YOU NOT BE PRECLUDED FROM  
7 ASSESSING THAT AS AN OPTION, AND THAT'S ALL I'M SAYING, IS I  
8 DON'T THINK WE'RE-- AND I DON'T DISAGREE WITH YOUR OTHER  
9 COMMENTS, EITHER, BUT I JUST WANTED TO CLARIFY THAT ONE POINT.

10

11 **SUP. BURKE:** AND I'D LIKE TO ALSO CLARIFY ONE THING. I  
12 MISUNDERSTOOD YOU WHEN YOU STARTED TALKING BECAUSE, WHEN YOU  
13 SAY "CLOSING," IT'S VERY DIFFICULT TO DO A CLOSING OF A  
14 HOSPITAL FOR ONE DAY. BEFORE THAT HOSPITAL WAS THERE...

15

16 **SUP. YAROSLAVSKY:** I DIDN'T SAY ONE DAY.

17

18 **SUP. BURKE:** OR ONE WEEK.

19

20 **SUP. YAROSLAVSKY:** AND I THINK MS. MOLINA WAS USING IT  
21 PROVERBIALY NOT...

22

23 **SUP. BURKE:** YEAH, BUT I THINK IT'S VERY DIFFICULT TO CLOSE...

24

25 **SUP. YAROSLAVSKY:** BUT I THINK YOU MIGHT HAVE TO...



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1

2 **SUP. BURKE:** MAY I FINISH?! YOU KNOW, IT'S VERY DIFFICULT TO

3 TALK ABOUT THESE CLOSING OPTIONS. WHEN THAT HOSPITAL WAS NOT

4 THERE, I WANT TO REMIND EVERYONE, THERE WAS A WHOLE CADRE OF

5 SMALL COMMUNITY HOSPITALS THAT SERVED THE PEOPLE OF THAT AREA.

6 ALL OF THOSE WENT OUT OF BUSINESS. WHEN MEDI-CAL CHANGED, YOU

7 DON'T HAVE A DOMINGUEZ HILLS HOSPITAL THAT WAS OVER THERE, YOU

8 DON'T HAVE MAIN STREET CLINIC AND ALL OF THOSE HOSPITALS THAT

9 WERE THERE. WHAT HAPPENED IS THAT THE ECONOMICS OF IT AND

10 WHOLE CHANGE IN TERMS OF MEDI-CAL, THEY ARE NOT THERE ANY

11 MORE. YOU DON'T HAVE ANY SMALL HOSPITALS TO TAKE CARE OF

12 ANYONE BUT, EVEN WITH ALL THOSE SMALL HOSPITALS, IT WAS

13 OBVIOUS THAT PEOPLE COULD NOT TRAVEL FROM SOUTH CENTRAL LOS

14 ANGELES DOWN TO COUNTY OR TO HARBOR OR TO OLIVE VIEW TO GET

15 THE KIND OF TREATMENT THEY NEEDED. SO LET ME SAY, FIRST OF

16 ALL, IF EVERY TIME "THE LOS ANGELES TIMES" FINDS SOMEONE WHO

17 HAS IDENTIFIED AN ERROR YOU'RE GOING TO COME UP WITH THIS, YOU

18 MIGHT AS WELL PLAN ON DOING IT EVERY MONTH. AND IF YOU DO IT

19 FOR EVERY HOSPITAL IN LOS ANGELES, WHERE THERE IS FIVE ERRORS

20 IN THE COURSE OF SIX MONTHS, YOU'RE GOING TO BE DOING IT EVERY

21 WEEK. THE REALITY IS-- AND I'M SAYING THIS, FIRST OF ALL, I'M

22 WRITING A LETTER TO THE DOCTORS AND I'M BEING JOINED BY ALL

23 THE POLITICAL REPRESENTATIVES IN THAT AREA WHO SAY THIS IS A

24 CRISIS, IT HAS TO BE MET. THE DOCTORS THERE, THE ATTENDING

25 DOCTORS HAVE TO BE ON THE BALL. THEY HAVE TO BE JUST LIKE MY



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 MOTHER TAUGHT ME TO BE. YOU HAVE TO BE TWICE AS GOOD. SHE  
2 ALWAYS SAID TO ME, "YVONNE, YOU'RE NEVER GOING TO GET BY  
3 UNLESS YOU'RE TWICE AS GOOD AS EVERYBODY ELSE. YOU'LL NEVER  
4 GET THROUGH SCHOOL, YOU'LL NEVER GET A JOB, BECAUSE THAT'S THE  
5 REALITY OF LIFE," AND WHEN YOU'RE IN THE KIND OF SITUATION  
6 KING IS IN, THEY'RE GOING TO HAVE TO BE TWICE AS GOOD. BUT NOW  
7 I'M NOT SAYING THAT THERE'S NOT GOING TO BE SOMEONE WHO IS AN  
8 IDIOT AND WHO HAS SOME ERROR AT SOME TIME WHEN YOU'VE GOT  
9 2,000 PEOPLE. IT'S GOING TO HAPPEN. BUT THE REALITY IS, YOU  
10 HAVE TO DECIDE WHETHER YOU'RE GOING TO THROW THE BABY OUT WITH  
11 THE BATHWATER OR ARE YOU GOING TO FIX IT. AND, AS FAR AS I'M  
12 CONCERNED, DR. GARTHWAITE, YOU HAVE TO DO EVERYTHING THAT YOU  
13 CAN TO FIX THIS HOSPITAL. THERE IS NOTHING THAT PREVENTS YOU  
14 FROM DOING WHATEVER IS NECESSARY BUT I'LL TELL YOU THIS, THAT  
15 HOSPITAL WILL BE CLOSED OVER MY DEAD BODY. I WANT TO BE CLEAR  
16 ON THAT. [ SCATTERED APPLAUSE ]

17

18 **SUP. BURKE:** AND I WANT TO SAY THAT TO EVERYONE HERE. YOU KNOW,  
19 YOU CAN DO WHATEVER YOU WANT...

20

21 **SUP. MOLINA, CHAIR:** MS. BURKE, THAT IS NOT A GOOD STATEMENT.  
22 (LAUGHTER)

23

24 **SUP. BURKE:** IT IS-- WELL, BUT IT'S A TRUE STATEMENT. I WANT TO  
25 TELL YOU...



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1

2 **SUP. MOLINA, CHAIR:** UNFORTUNATELY, THERE MAY BE MORE TRUTH IN  
3 IT THAN YOU...

4

5 **SUP. BURKE:** ...IT'S A TRUE STATEMENT BECAUSE YOU KNOW WHAT? I  
6 SUSPECT THAT THE PROBLEMS AT THIS HOSPITAL HAVE ALMOST KILLED  
7 OTHER PEOPLE WHO HAVE SAT IN THIS SEAT. BUT YOU KNOW WHAT? I'M  
8 WILLING TO SIT HERE BECAUSE, YOU KNOW WHAT, I'M A LITTLE BIT  
9 MORE LAID BACK THAN MAYBE SOME PEOPLE ARE IN TERMS OF ISSUES.  
10 I DON'T SCREAM A LOT AND I HOPE I'M NOT SCREAMING NOW BUT I  
11 WANT TO SAY THIS, CLOSING IS NOT AN OPTION. WE CANNOT SAY THAT  
12 WE'RE GOING TO PUT PEOPLE TO DEATH WHERE THEY HAVE NO HOSPITAL  
13 AND NO ONE TO TAKE THEM. I'VE TALKED TO THE PEOPLE OF ST.  
14 FRANCIS AND THEY TELL ME THEY CANNOT EVEN CONTINUE THE WAY  
15 THEY'RE GOING IN TERMS OF THE DEMANDS ON THEM. THE PRIVATE  
16 HOSPITALS WILL NOT TAKE THESE PATIENTS. AND SOMETHING ELSE,  
17 THEY'RE NOT GOING TO LET STAY FOR 14 DAYS LIKE WE DO AND I'M  
18 NOT GOING INTO THE DETAILS OF THESE CASES BUT THEY'RE NOT  
19 GOING TO DO THAT. SO I WANT TO BE VERY CLEAR ABOUT WHERE I  
20 STAND. I DON'T SEE THE OPTION OF CLOSING. I GAVE YOU THE  
21 BENEFIT OF THE DOUBT ON YOUR MOTION. I DIDN'T KNOW WHAT YOU  
22 WERE SAYING WAS TO CLOSE THE HOSPITAL BUT I HOPE THAT THAT'S  
23 NOT YOUR GOAL.

24





**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1    **SUP. YAROSLAVSKY:** MADAM CHAIR, I THINK I... [ SCATTERED  
2    APPLAUSE ]

3

4    **SUP. MOLINA, CHAIR:** JUST FOR A CLARIFICATION.

5

6    **SUP. YAROSLAVSKY:** I DO THINK I DO NEED TO MAKE IT CLEAR. WHAT  
7    I'VE ASKED FOR IN THE MOTION, AND IT SPEAKS FOR ITSELF, IS FOR  
8    THE DIRECTOR TO GIVE US HIS BEST PROFESSIONAL JUDGMENT. THAT'S  
9    THE LONG AND THE SHORT OF IT. AND NO OPTION SHOULD BE LEFT OFF  
10   THE TABLE. I'M NOT GOING TO GET INTO A RHETORICAL DEBATE ABOUT  
11   THIS. THIS IS NOT OVER-- THE ONLY DEAD BODIES I'M CONCERNED  
12   ABOUT ARE THE DEAD BODIES THAT WE'RE SEEING HERE AND I SHARE  
13   MS. MOLINA'S CONCERN THAT I DON'T-- ALL I KNOW-- LET ME ASK  
14   YOU A QUESTION. WHEN DID YOU HEAR ABOUT THESE TWO DEATHS, THE  
15   ONES THAT WERE IN THE PAPER THIS MORNING? WHEN DID THEY COME  
16   TO YOUR ATTENTION? WHEN WERE THE DEATHS?

17

18   **DR. THOMAS GARTHWAITE:** OVER-- WELL OVER A WEEK AGO. A WEEK AND  
19   A HALF-- A WEEK AND A HALF AGO.

20

21   **SUP. BURKE:** IN JANUARY.

22

23   **SUP. YAROSLAVSKY:** WHEN DID THESE INDIVIDUALS EXPIRE? JANUARY?

24

25   **SUP. MOLINA, CHAIR:** ONE IN JANUARY AND ONE IN MARCH.



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1

2 **SUP. YAROSLAVSKY:** JANUARY AND ONE IN MARCH. SO IT TOOK THREE--  
3 IN ONE CASE, IT TOOK THREE TO FOUR MONTHS FOR YOU TO HEAR  
4 ABOUT IT AND, IN THE OTHER ONE, A MONTH OR SEVERAL WEEKS TO A  
5 MONTH TO HEAR ABOUT IT. AND THEN IT-- AND YOU DON'T HEAR ABOUT  
6 IT FROM YOUR OWN PEOPLE; YOU HEARD ABOUT IT FROM A NEWSPAPER.  
7 SO MY QUESTION-- GO AHEAD.

8

9 **DR. THOMAS GARTHWAITE:** RIGHT. THE ISSUES-- I MEAN, WITHOUT  
10 GETTING INTO THE CLINICAL DETAILS OF THE CASES, THE ISSUES ARE  
11 OFTEN VERY COMPLEX IN ANY CLINICAL SETTING BECAUSE SOMETIMES  
12 THE-- ONLY THE PORTIONS THAT WE HAVE CONCERNS ABOUT, LIKE THE  
13 SUPERVISION ASPECT OR MONITOR ASPECT OR OTHER THINGS, THOSE  
14 MAY COME TO LIGHT DIFFERENTLY. SO THEY DON'T COME UP-- IF WE  
15 REVIEW ALL DEATHS, YOU MIGHT NOT KNOW THAT UNTIL SOMEONE SAYS  
16 SOMETHING, YOU GO OUT TO BEGIN TO ASK A SERIES OF QUESTIONS OF  
17 DIFFERENT STAFF BECAUSE YOU'RE REALLY-- ONCE IT'S HAPPENED,  
18 IT'S WHAT'S IN THE RECORD AND THE MEMORIES OF YOUR STAFF THAT  
19 REALLY RECREATE WHAT HAPPENED DURING THE TIME IN THE HOSPITAL.

20

21 **SUP. MOLINA, CHAIR:** DR. GARTHWAITE, OUR CORRECTIVE ACTIONS,  
22 AGAIN, TIME AND TIME AGAIN IN MALPRACTICE TELL US THAT, AT THE  
23 TIME OF THE INCIDENT, THERE SHOULD BE A REVIEW. PRESENTLY,  
24 UNDER OUR CLAIMS PROCESS, THAT'S WHAT'S SO DESTRUCTIVE, IS  
25 THAT PEOPLE ARE NOT LEARNING FROM THE ERRORS THEY MAKE ALONG



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 THE WAY BECAUSE WE DON'T BEGIN OUR INVESTIGATIONS, IN MANY  
2 INSTANCES, UNTIL THAT CLAIM OR THAT LAWSUIT IS PUT IN PLACE.  
3 AND WE HAD STRESSED THAT OVER AND OVER AGAIN. IF A DOCTOR  
4 DOESN'T RECOGNIZE, IF A NURSE DOESN'T RECOGNIZE AND SOMEBODY  
5 DOESN'T DO IT, I MEAN, IT'S NOT UP TO US TO GO IN AND CREATE A  
6 POLICY. DOCTORS KNOW WHEN THESE ERRORS ARE THERE. WHEN SOME OF  
7 THESE DEATHS OCCUR, THERE HAS TO BE SOME EVALUATION. IT CAN'T  
8 BE JUST, "OKAY, LET'S MOVE ON." WE'VE SAID THAT TO YOU TIME  
9 AND TIME AGAIN IN THE MEDICAL MALPRACTICE SITUATION. FRED  
10 KNOWS. WE'VE ARGUED THIS OVER AND OVER AGAIN. YOU CANNOT DO IT  
11 DOWN THE LINE.

12

13 **DR. THOMAS GARTHWAITE:** AND I COULDN'T AGREE MORE THAT THE  
14 MOMENT WE BECOME AWARE OF A PROBLEM, THE MOMENT WE BECOME  
15 AWARE, THEN WE NEED TO JUMP IN AND FIND OUT WHAT THE ROOT  
16 CAUSE IS AND FIX IT. THAT'S NOT THE ISSUE. IT'S WHEN DO YOU  
17 BECOME AWARE?

18

19 **SUP. MOLINA, CHAIR:** WELL AND THE ISSUE IS THAT THE JANUARY  
20 PROBLEM SHOULD HAVE BECOME AWARE IN JANUARY. YOU SHOULD PUT  
21 MECHANISMS IN PLACE AND I'VE SAID THIS TIME AND TIME AGAIN.  
22 WE'VE HAD MALPRACTICE CASES THAT THE INVESTIGATION STARTS  
23 THREE YEARS AFTER THE OCCURRENCE. BY THAT TIME, YOU GO BACK TO  
24 CORRECT THE ACTION, THE RESIDENT IS GONE, HE'S NOW PRACTICING  
25 MEDICINE SOMEWHERE ELSE AND HAD A PROCEDURE OR DID SOMETHING



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 INCORRECT AND THE ATTENDING WAS NOT AROUND AND DIDN'T GET  
2 SANCTIONED AND NOW IT'S TOO LATE. THERE'S ALL KINDS OF THINGS.  
3 AND THAT HAS TO BE IMPROVED, NOT JUST AT MARTIN LUTHER KING  
4 BUT AT ALL OF OUR HOSPITALS. THERE HAS TO BE A MECHANISM AND A  
5 PROTOCOL IN PLACE THAT, WHEN THESE OCCURRENCES COME, THE  
6 REVIEW IS DONE WHETHER THERE'S A LAWSUIT OR NOT. IN THE PAST,  
7 WE'VE WAITED FOR LAWSUITS BEFORE WE INVESTIGATE, AND NOT EVEN  
8 KEEP RECORDS IN MANY INSTANCES. SO THAT HAS TO BE CORRECTED.  
9 SUPERVISOR ANTONOVICH AND THEN SUPERVISOR KNABE.

10

11 **SUP. ANTONOVICH:** YOU KNOW, MANY A FALSE STEP IS MADE STANDING  
12 STILL AND IT APPEARS WE'VE BEEN STANDING STILL BY NOT HAVING  
13 REGULAR AUDIT MEETINGS WITH YOU, GOING OVER THE AUDIT OF THAT  
14 MEDICAL SCHOOL, GOING OVER THAT AUDIT OF THAT MEDICAL CENTER.  
15 WE'VE BEEN STANDING STILL AND YOUR FAILURE TO TAKE DECISIVE  
16 ACTION, KNOWING THE PERSONNEL PROBLEMS THAT ARE ALREADY THERE.  
17 WE'VE ASKED IN THE PAST THAT YOU FOCUS YOUR ATTENTION ON THAT  
18 FACILITY, THAT YOU USE-- ACCESS THE MEDICAL DIRECTORS OF OUR  
19 OTHER HOSPITALS THAT ARE DOING WELL, USING THEM AS A KITCHEN  
20 CABINET TO IMPLEMENT THE NECESSARY CHANGES AND HAVING THE  
21 ADVISORY COMMITTEE MEET MONTHLY INSTEAD OF WEEKLY INDICATES WE  
22 ARE STANDING STILL. WE'RE NOT MOVING FORWARD OR WE'RE MOVING  
23 FORWARD AT A SNAIL'S PACE. AND THEN NAVIGANT HAS HAD NOW TO  
24 REPLACE THEIR EXECUTIVE OFFICER AND THEIR CHIEF NURSING  
25 OFFICER. SO, AGAIN, WE'RE NOT MOVING FORWARD. AND, AS POINTED



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 OUT, WE HAVE \$150,000 CLAIM ON TODAY'S AGENDA. WE KNOW ABOUT  
2 THE DEATHS THAT HAVE BEEN REPORTED. SO WE'RE TURNING INTO A  
3 CASH COW FOR TRIAL LAWYERS AND MORTUARIES, AND THAT'S NOT WHAT  
4 THE MEDICAL CENTERS OUGHT TO BE PROVIDING. THEY OUGHT TO BE  
5 PROVIDING OPPORTUNITIES OF HEALING AND QUALITY CARE. THIS  
6 DISCUSSION BEFORE US TODAY IS WHAT WE'VE HAD IN PUBLIC AND IN  
7 PRIVATE CONVERSATIONS WITH YOU. WE'RE NOT DOING ANYTHING MORE  
8 THAN ASKING YOU TO TAKE CHARGE WHEN YOU WERE HIRED FOR THIS  
9 POSITION, WHEN YOU WENT THROUGH THE JOB INTERVIEWS, YOU WERE  
10 SPECIFICALLY APPRISED OF THE SITUATION AT KING DREW MEDICAL  
11 CENTER AND THE SCHOOL, THE PROBLEMS THAT THEY WERE HAVING, YOU  
12 KNOW THE ACCREDITATION REPORTS. THIS IS NOT A NEW REVELATION.  
13 IT'S A FACT THAT WAS PRIOR TO YOUR HIRING. FROM YOUR  
14 BACKGROUND COMING FROM THE FEDERAL GOVERNMENT WITH THE  
15 DEPARTMENT OF VETERANS AFFAIRS, PROVIDING THE NECESSARY  
16 REFORMS AND STANDING UP TO VARIOUS PRESSURE GROUPS TO GET THE  
17 JOB DONE WAS A CREDIT TO YOU COMING HERE TO STAND UP TO  
18 PRESSURE GROUPS THAT ARE MORE INTERESTED IN PRESERVATIONS OF  
19 THEIR VESTED INTERESTS THAN IN CARRYING OUT THEIR PROFESSIONAL  
20 RESPONSIBILITIES AND PROVIDING MEDICAL CARE AND MEDICAL  
21 TEACHING TO THEIR STUDENTS. AND THIS IS WHY THERE IS SUCH A  
22 FRUSTRATION HERE, THAT IT'S LIKE AN ABSCESS THAT CONTINUES  
23 TO...  
24



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1   **DR. THOMAS GARTHWAITE:** WELL, I SHARE YOUR FRUSTRATION. I WOULD  
2   SAY I DO NOT BELIEVE WE'VE BEEN STANDING STILL. WE CLOSED THE  
3   TRAUMA SERVICE. WE HAVE TAKEN OVER 400 PERSONNEL ACTIONS.  
4   NAVIGANT HAS PUT FORWARD A THOUSAND DIFFERENT RECOMMENDATIONS,  
5   ALL OF WHICH ARE BEING ACTIVELY PURSUED. WE'VE LEVIED  
6   SANCTIONS AGAINST DREW FOR NOT MEETING THE PARTS OF THE--  
7   CERTAIN PARTS OF THE CONTRACT. WE HAVE, I BELIEVE, WORKED VERY  
8   HARD AT MOVING THINGS FORWARD. IT'S JUST A MUCH BIGGER TASK.  
9   I'M NOT THE ONLY ONE WHO SAYS THIS. EVERYONE'S WHO'S GONE IN  
10   THERE. YOU CAN TALK TO CAMDEN, WHO WENT IN THERE, AND ASK THEM  
11   IF IT WAS, IT WAS HARDER THAN THEY COULD HAVE ANTICIPATED. YOU  
12   CAN TALK TO NAVIGANT, ASK THEM IF THEY THINK IT WAS HARDER  
13   THAN THEY'VE ANTICIPATED. THEY'RE ALL AROUND THE COUNTRY IN  
14   DIFFERENT HOSPITALS. IT IS HARDER. AND I'M HAPPY TO GO TO THE  
15   FACILITY ON A REGULAR BASIS AND MAKE ROUNDS AND DO EVERYTHING  
16   WE CAN TO TAKE THE PULSE OF THAT FACILITY AND I WILL DO THAT.  
17   I'M HAPPY TO DO THAT.

18

19   **SUP. ANTONOVICH:** BY BEING THERE, THAT THOUGH SHOWS LEADERSHIP,  
20   AND BY REMOVING THOSE WHO HAVE FAILED TO PROVIDE THEIR  
21   PROFESSIONAL CARE OR TREATMENT TO THOSE INDIVIDUALS WHO ARE  
22   BEING TREATED AT THAT HOSPITAL IS WHAT IS REQUIRED BUT IT'S  
23   NOT GOOD ENOUGH TO HAVE JUST A BASIC STANDARD OF CARE. IT'S  
24   NOT-- THAT BASIC STANDARD OF CARE IS NOT BEING MET. IT'S NOT  
25   BEING MET AND UNTIL YOU-- YOU'RE NOT GOING TO RESTORE THE



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 MORALE OF THE STAFF AT THAT FACILITY UNTIL THOSE WHO ARE  
2 CREATING THE PROBLEMS ARE REMOVED AND DISCIPLINED.

3

4 **DR. THOMAS GARTHWAITE:** AND I WILL SAY THAT WE'VE TAKE-- WE CAN  
5 PROVIDE YOU A LIST OF ALL THE PERSONNEL ACTIONS THAT WE HAVE  
6 TAKEN. I BELIEVE I'VE BEEN QUOTED SAYING I THINK THERE ARE  
7 ADDITIONAL ONES. I DON'T KNOW HOW MANY.

8

9 **SUP. ANTONOVICH:** THE FIRST PERSONNEL ACTION WAS WHEN YOU HAD  
10 PEOPLE THAT PERMITTED INFERIOR OPERATING ROOMS FROM BEING  
11 ALLOWED TO OPERATE ON PATIENTS. AND WHY DID IT TAKE, YOU KNOW,  
12 AFTER WE HAD THESE PROBLEMS THAT WE WERE STILL HAVING  
13 SURGERIES IN THOSE TYPES OF OPERATING ROOMS. AND WHEN THE  
14 STERILE INSTRUMENTS WERE BEING MIXED WITH THE UNSTERILE  
15 INSTRUMENTS, AND WHEN THERE WAS NO INVENTORY OF MEDICAL  
16 INSTRUMENTS DURING SURGERIES THAT ENDED UP IN PEOPLE HAVING  
17 ITEMS LEFT IN THEM AFTER BEING SEWN UP. AND THEY HAPPEN IN  
18 OTHER HOSPITALS BUT, YOU KNOW, THAT'S THE PROBLEM OF THOSE  
19 OTHER HOSPITALS. BUT WE HAVE A RESPONSIBILITY HERE TOO ENSURE  
20 THAT OUR HOSPITALS ARE GOING TO TREAT THE PERSON NO MATTER  
21 WHERE THEY COME FROM WITH FIRST CLASS MEDICAL TREATMENT WHEN  
22 THEY END UP IN THAT HOSPITAL BECAUSE OUR GOAL TO GET THEM BACK  
23 IN A HEALTHY STATE.

24





**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1   **DR. THOMAS GARTHWAITE:** WELL, I WOULD LIKE TO JUST SAY, I MEAN,  
2   I SHOWED UP AT THE OPERATING ROOM DOWN AT KING DREW ABOUT A  
3   LITTLE OVER TWO YEARS AGO AND JUST WALKED IN TO SEE HOW THINGS  
4   WERE GOING AND I CHALLENGED ALL THREE PEOPLE WHO SHOULD BE  
5   LEADING THAT OPERATING ROOM, THE HEAD NURSE, THE CHIEF OF  
6   ANESTHESIA AND CHIEF OF SURGERY, TO STEP UP TO THE PLATE, TO  
7   MAKE IT WORK WELL. NONE OF THESE THREE INDIVIDUALS CURRENTLY  
8   WORK FOR THE COUNTY OF LOS ANGELES. WE PUT SOMEONE ELSE IN  
9   PLACE WHO WAS SUPPOSED TO BE LEADING AND DOING A MORE  
10   EFFECTIVE JOB AT DOING THAT. THEY'VE BEEN REMOVED BECAUSE OF  
11   WHAT NAVIGANT FOUND. THE REAL CHALLENGE THAT WE DO HAVE,  
12   THOUGH, IS HOW DO WE RECRUIT? IT'S NOT JUST THE REMOVAL.  
13   THAT'S PART OF THE STORY. THE IMPORTANT PART IS, HOW DO WE  
14   RECRUIT THE RIGHT INDIVIDUALS TO GO TO A VERY DIFFICULT  
15   SITUATION? THAT IS...

16

17   **SUP. ANTONOVICH:** DO YOU HAVE THE ABILITY OF HAVING A  
18   TEACHER...

19

20   **SUP. MOLINA, CHAIR:** AND THAT HAS TO BE ADDRESSED IN YOUR  
21   REPORT.

22

23   **SUP. ANTONOVICH:** ...A PHYSICIAN AT ANOTHER COUNTY HOSPITAL AS  
24   BEING-- BECAUSE THEY'RE ALSO A COUNTY EMPLOYEE, HAVING TO WORK  
25   SO MANY HOURS AT DREW MEDICAL CENTER?



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1

2 **DR. THOMAS GARTHWAITE:** YOU KNOW, I THINK WE CAN...

3

4 **SUP. ANTONOVICH:** YOU HAVE THAT ABILITY, RIGHT?

5

6 **DR. THOMAS GARTHWAITE:** I'M VERY WILLING TO TAKE A LOOK AT THAT  
7 BUT YOU HAVE TO KEEP IN MIND THAT, YOU KNOW, THAT MOVING  
8 PEOPLE AROUND THAT DON'T WANT TO BE MOVED AROUND ISN'T GOOD  
9 FOR THEIR LONG-TERM RETENTION IN THOSE OTHER FACILITIES. SO WE  
10 HAVE-- YOU KNOW, WE CAN LOOK TO USE THOSE THINGS JUDICIOUSLY  
11 BUT IT'S NOT THE SOLUTION. THE SOLUTION TO GET THE RIGHT  
12 PEOPLE IN THE HOSPITAL TO BEGIN WITH.

13

14 **SUP. ANTONOVICH:** RIGHT. AND WHEN YOU'RE HAVING SHORTCOMINGS  
15 RIGHT NOW, THEN PROVIDING AN INCENTIVE PROGRAM TO HAVE THESE  
16 DOCTORS GO IN THERE ON A PILOT BASIS TO GET THAT OPERATING  
17 ROOM, THOSE SERVICES UP TO PAR, UP TO STANDARD. I MEAN, THEY  
18 ARE COUNTY EMPLOYEES. THEY CAN BE DIRECTED TO GO THERE WITH  
19 THE SUPPORT FROM THE DEPARTMENT.

20

21 **DR. THOMAS GARTHWAITE:** BUT I WOULD JUST CAUTION YOU NOT TO  
22 BELIEVE THAT WE HAVE, YOU KNOW, A LARGE NUMBER OF PHYSICIANS  
23 WHO ARE AT OUR OTHER FACILITIES WHO DON'T HAVE ENTIRELY FULL  
24 DAYS. WE'RE RUNNING OUR HOSPITALS AT 95% OCCUPANCY. OUR  
25 CLINICS HAVE BACKLOGS OF SIX MONTHS TO TWO YEARS SOMETIMES. TO



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 SAY THAT WE HAVE EXCESS CAPACITY AT OTHER FACILITIES TO BRING  
2 THEM TO KING DREW FOR A PERIOD OF TIME, I JUST DON'T KNOW THAT  
3 THAT'S TRUE.

4

5 **SUP. MOLINA, CHAIR:** THAT'S NOT POSSIBLE. SUPERVISOR KNABE?

6

7 **SUP. KNABE:** YEAH, WITHOUT TRYING TO BE REDUNDANT, BEING ONE OF  
8 THE LAST SPEAKERS, I GUESS THE FRUSTRATION THAT I SHARE, YOU  
9 CONTINUE TO REPORT TO US THAT WE NEED TO DO SOMETHING AT THIS  
10 PARTICULAR MOMENT IN TIME. I MEAN, THE MOMENT IS NOW. I MEAN,  
11 YESTERDAY IS TOO LATE IN SOME CASES BUT I GUESS MY FRUSTRATION  
12 HAS BEEN THAT I REALLY EXPECTED, WHAT I THOUGHT WE WERE  
13 GETTING THROUGH NAVIGANT AND THROUGH THE DEPARTMENT, AND I  
14 DON'T WANT TO OVERSIMPLIFY IT BUT LITERALLY FOOT PATROLS,  
15 WHERE YOU HAD INDEPENDENT DOCTORS, YOU HAD INDEPENDENT NURSES,  
16 YOU HAD INDEPENDENT ADMINISTRATORS LITERALLY WALKING THE  
17 HALLS. BUT WHAT YOU HAVE OUT THERE NOW, I MEAN, WE GET ALL  
18 THESE REPORTS BACK, WE GET A THOUSAND RECOMMENDATIONS BUT, ON  
19 A DAILY BASIS, WE'RE STILL HAVING SOME VERY SIGNIFICANT  
20 PROBLEMS. YOU KNOW, THE ONLY WAY I SEE TO FIX THAT IS, YOU  
21 KNOW, DAY-TO-DAY RESPONSIBILITY FROM SOME OUTSIDE SOURCE  
22 LITERALLY JUST DOING THE FOOT PATROLS. I MEAN, THE CLASSIC  
23 EXAMPLE, AND THAT'S WHY I CLARIFIED THAT QUESTION, WHEN YOU  
24 SAID TO ME THIS ADVISORY COMMITTEE. I MEAN, GOD KNOWS WE WANT  
25 TO PROTECT THE BROWN ACT, OKAY? AND THEY CAN ONLY TALK ABOUT



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 WHAT WAS ON THEIR AGENDA YESTERDAY BUT THEIR NEXT MEETING IS  
2 MAY 9TH. GIVE ME A BREAK! MAY 9TH! THAT'S 30 DAYS FROM NOW! I  
3 MEAN, THE WHOLE PURPOSE OF PUTTING THAT GROUP TOGETHER WAS TO  
4 GIVE THIS OVERSIGHT OR INDEPENDENT SET OF EYES AN OPPORTUNITY  
5 TO LOOK AT SOME OF THE ISSUES BEFORE US. COMING BACK IN 30  
6 DAYS TO MEET?! THAT CERTAINLY WASN'T, YOU KNOW, WHAT I  
7 EXPECTED. I DON'T KNOW WHAT MY COLLEAGUES EXPECTED. AND THEN  
8 IT'S, YOU KNOW, SO-- ON TOP OF IT, THEN WE'VE GOT A LEGISLATOR  
9 THAT WANTS TO-- OR HAS PUT IN A PIECE OF LEGISLATION TO TELL  
10 THIS BOARD AND TO TELL YOU AND TO TELL EVERYONE ELSE HOW TO  
11 PICK THE NEXT C.E.O. OF MARTIN LUTHER KING HOSPITAL. THAT IS  
12 ABSOLUTELY OUTRAGEOUS! I MEAN, THAT'S THE KIND OF ISSUE WE  
13 CONTINUE TO DEAL WITH OUT THERE. BUT ON A DAY-TO-DAY BASIS,  
14 YOU KNOW, REPORTS ARE GIVEN THIS WEEK, IT'S THE SAME YOU GAVE  
15 THE LAST WEEK, THE SAME YOU GAVE TWO MONTHS AGO. I MEAN, I  
16 AGREE WITH SUPERVISOR MOLINA AS IT RELATES TO ZEV'S MOTION. I  
17 MEAN, TODAY IS NOW. I MEAN, THIS IS A DAY-TO-DAY SITUATION.  
18 IT'S NOT WEEK TO WEEK, IT'S NOT MONTH-TO-MONTH BUT DAY-TO-DAY.  
19 I MEAN, WE ALL KNOW WHY THAT HOSPITAL WAS FOUNDED BUT IT IS NO  
20 LONGER JUST A COMMUNITY HOSPITAL. IT'S A CRITICAL ELEMENT IN  
21 OUR SAFETY NET. THAT HOSPITAL HAS TO BE SAVED SOMEHOW. BUT  
22 IT'S NOT GOING TO BE SAVED WITH SEVEN-DAY REPORTS, 30-DAY  
23 REPORTS OR ADVISORY COMMITTEE MEETING 30 DAYS FROM NOW. IT'S  
24 GOING TO TAKE, YOU KNOW, BASICALLY, AS AN OVERALL OPEN HEART  
25 SURGERY OUT THERE TO GET INSIDE THAT SYSTEM. I MEAN, LOOK AT



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 WHAT'S HAPPENING. YOU HAVE PEOPLE WITHIN EITHER THE HOSPITAL  
2 OR WITHIN YOUR SYSTEM LEAKING CRITICAL INFORMATION ABOUT  
3 EITHER INCOMPETENCE OR PATIENT DEATHS TO YOU? NO. TO NAVIGANT?  
4 NO. TO US? NO. BUT TO THE PRESS. IT'S A CULTURE ISSUE. THERE'S  
5 SOMEBODY ELSE OUT THERE TRYING TO UNDERMINE WHAT WE'RE  
6 ATTEMPTING TO DO, SO YOU CAN JUST SEE THE ROOT AND JUST HOW  
7 DIFFICULT THIS ISSUE IS TO DEAL WITH. AND WE'VE GOT TO GET OUR  
8 ARMS AROUND IT, SOMEHOW, SOME WAY. AND WHETHER IT'S YOU OR  
9 SOMEBODY ELSE BUT WE LITERALLY NEED FOOT PATROLS OUT THERE. WE  
10 NEED TO SAVE THAT HOSPITAL. I MEAN, I DON'T KNOW WHAT ELSE TO  
11 SAY. I'M JUST AT THE HEIGHT OF FRUSTRATION. BECAUSE I'M NOT A  
12 DOC, YOU KNOW, AND I'M NOT A NURSE, AND, YOU KNOW, I'M NOT A  
13 HOSPITAL ADMINISTRATOR BUT, AS ZEV SAID, I KNOW A DISASTER  
14 WHEN I SEE ONE.

15

16 **DR. THOMAS GARTHWAITE:** FOR WHAT IT'S WORTH, THE HOSPITAL  
17 ADVISORY BOARD DID FORM A QUALITY COMMITTEE THAT WILL MEET IN  
18 PREPARATION FOR THE NEXT MEETING, SO WORK WILL GO ON FROM  
19 SPECIFIC MEMBERS OF THAT COMMITTEE IN ANTICIPATION OF THAT. I  
20 AGREE WITH YOU. I THINK THAT THE TURNAROUND FOR KING DREW IS A  
21 LONG PROCESS. IT'S PROBABLY AT LEAST TWO TO FIVE YEARS AND  
22 I'LL BE JUST VERY FRANK. IF I HAD IT TO DO OVER AGAIN, IF I  
23 COULD LIVE MY LIFE OVER AGAIN, I WOULD SEND MANY MORE  
24 ADMINISTRATORS AND A WHOLE ARMY OF ADMINISTRATION, JUST SORT



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 OF WHAT NAVIGANT HAS BECOME, MUCH EARLIER RATHER THAN-- WE  
2 SENT SMALL NUMBERS OF PEOPLE EARLY. WE FOUND...

3

4 **SUP. KNABE:** YOU STILL HAVE THAT OPPORTUNITY.

5

6 **DR. THOMAS GARTHWAITE:** ...WE FOUND-- WELL, NO, WE'VE-- I THINK  
7 WE HAVE...

8

9 **SUP. KNABE:** I MEAN, WE STILL-- YOU STILL HAVE THAT  
10 OPPORTUNITY.

11

12 **DR. THOMAS GARTHWAITE:** ...SENT SIGNIFICANT NUMBERS. AND I  
13 THINK WE HAVE SIGNIFICANT NUMBERS-- ARE MORE NEEDED-- WE  
14 CLEARLY NEED TO RECRUIT.

15

16 **SUP. KNABE:** YEAH, BUT THEY WERE INVOLVED IN, I MEAN, IN  
17 ESSENCE, PART OF THE COVER UP, OF PUSHING THINGS BACK OR AS  
18 SAYING, "IT'S GETTING BETTER HERE," AND, YOU KNOW, PEOPLE ARE  
19 SLIDING PATIENTS INTO ANOTHER ROOM AND-- I MEAN, IT...

20

21 **DR. THOMAS GARTHWAITE:** NO, I THINK, I THINK OUR FOLKS WERE  
22 VERY FRANK. WE JUST KEPT FINDING ADDITIONAL ISSUES EVERY TIME  
23 WE TURNED AND THEN, NOT ONLY DID WE FIND ADDITIONAL THINGS  
24 THAT WERE BROKEN, ADDITIONAL EPISODES OF POOR CARE WERE



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 IDENTIFIED DURING THOSE TIMES. SO I'LL JUST SAY THAT, IF I HAD  
2 IT TO DO OVER AGAIN, I WOULD SEND MORE PEOPLE QUICKER.

3

4 **SUP. MOLINA, CHAIR:** DR. GARTHWAITE AND MR. LEAF, COULD YOU  
5 JOIN US OVER HERE ON THE SIDE TABLE? WE HAVE ABOUT 20 PEOPLE  
6 THAT WISH TO ADDRESS US ON ITEM NUMBER 13 AND 61. I'M GOING TO  
7 ASK PEOPLE TO COME UP AND JOIN US. IF THEY WOULD ADDRESS BOTH  
8 OF THESE ITEMS WITHIN THEIR TIME FRAME. WE'D LIKE TO LIMIT  
9 EVERYONE TO THREE MINUTES, AT THE MOST. IF YOU COULD BE  
10 BRIEFER OR IF YOU NEED TO BE-- PLEASE LET US KNOW. THIS IS A  
11 VERY COMPLEX AND IMPORTANT ISSUE SO WE'D LIKE TO GET  
12 EVERYONE'S PARTICIPATION IN THIS. LET ME BEGIN BY CALLING ON  
13 LARK GALLOWAY-GILLAM, JIM LOTT AND DR. ROBERT ROSS. IF THEY'D  
14 JOIN US, PLEASE. MR. DOUGLASS, WOULD YOU ALSO JOIN US? THERE'S  
15 FOUR CHAIRS HERE. HARRY E. DOUGLASS. I GUESS BART WILLIAMS IS  
16 GOING TO STEP UP INSTEAD OF MR. DOUGLASS. LARK, DO YOU WANT TO  
17 BEGIN?

18

19 **LARK GALLOWAY-GILLIAM:** YES. GOOD MORNING. MY NAME IS LARK  
20 GALLOWAY-GILLIAM. I'M THE DIRECTOR OF THE COMMUNITY HEALTH  
21 COUNCIL HERE IN LOS ANGELES AND I MUST ADMIT, I HAD ONE SPEECH  
22 IN MIND AND THEN, LISTENING TO YOUR DISCUSSION, I'M COMPLETELY  
23 CONFUSED. I APPRECIATE, SUPERVISOR BURKE, YOUR COMMITMENT TO  
24 KEEPING THIS HOSPITAL OPEN. I THINK, TOO, IT IS NOT AN OPTION  
25 FOR THIS HOSPITAL TO CLOSE. I AM CONFUSED, SUPERVISOR





**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 YAROSLAVSKY, WITH YOUR QUESTION ABOUT HOW LONG SHOULD WE WAIT.  
2 SOMEONE REMINDED ME JUST A COUPLE MINUTES AGO, WE'VE BEEN  
3 WAITING FOR 30 YEARS AND SO I RETURN TO YOU AND SAY, HOW LONG  
4 SHOULD WE WAIT? WE HAVE ENTRUSTED YOU WITH THE TURNAROUND OF  
5 THIS HOSPITAL AND FOR THIS DISCUSSION TO GO ON RIGHT NOW, IT  
6 IS VERY DISCONCERTING. YOU HAD A PLAN. MY EXPECTATION IS THAT  
7 IT WAS A GOOD PLAN AND THAT YOU WERE MAKING THIS PLAN WORK.  
8 DR. GARTHWAITE, FRED LEAF HAVE BEEN IN THAT HOSPITAL WALKING  
9 THE FLOORS AND I HAVEN'T SEEN THE DIFFERENCE. MAYBE YOU NEED  
10 TO BE THERE WALKING THE FLOOR, MAYBE YOU NEED TO BE THERE  
11 TELLING THE STAFF WHAT YOU EXPECT OF THEM. I CAN'T BELIEVE  
12 THAT THAT HOSPITAL IS FULL OF INCOMPETENT PEOPLE. I BELIEVE  
13 THAT THERE ARE COMPETENT PEOPLE AND WE WANT THOSE PEOPLE TO  
14 CONTINUE. WE ARE WORKING WITH NAVIGANT TO TRY TO IDENTIFY NEW  
15 LEADERSHIP BECAUSE I THINK THE SOLUTION IS WE NEED TO FIND  
16 TALENT THERE, AND THAT TALENT HAS TO BE BROUGHT TO BEAR ON  
17 THIS HOSPITAL BY WORKING BOTH WITH THE UNIVERSITY AND THE  
18 HOSPITAL. I CAN'T SEPARATE THE TWO. I CAN'T SEE THIS HOSPITAL  
19 FAIL, AND I CAN'T SEE THIS UNIVERSITY FAIL. THIS UNIVERSITY IS  
20 OUR LIFELINE TO BRINGING ETHNIC MINORITY FOLKS BACK INTO OUR  
21 COMMUNITY. IF YOU LOOK AT THE STATISTICS OF GRADUATES FROM  
22 THAT SCHOOL, YOU WILL SEE THAT THE VAST MAJORITY OF KIDS WHO  
23 ARE BEING GRADUATED FROM LOS ANGELES OF A ETHNIC BACKGROUND  
24 ARE COMING FROM THIS UNIVERSITY, NOT U.C.L.A., NOT U.S.C.  
25 THOSE ARE THE SAME PEOPLE THAT COME BACK INTO OUR COMMUNITY.



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 THOSE ARE THE SAME PEOPLE THAT WE NEED TO COME BACK INTO THIS  
2 HOSPITAL AND TO CONTINUE A PIPELINE OF COMPETENT PHYSICIANS.  
3 SO WE'VE GOT TO MAKE THIS WORK. YOU HAVE GOT TO MAKE THIS  
4 WORK. YOU ARE NOT ON THE OUTSIDE LOOKING IN. WE ARE LOOKING TO  
5 YOU AND SAYING, WHAT'S GOING ON? MAKE IT WORK, WHATEVER IT  
6 TAKES. IF WE NEED AN EXTERNAL QUALITY REVIEW COMPONENT TO THIS  
7 PROCESS, LET'S DO THAT. I AGREE. EVERY CASE IN WHICH SOME  
8 ADVERSE AFFECT HAPPENS SHOULD BE SCRUTINIZED AND SCRUTINIZED  
9 AT THAT PARTICULAR TIME. THAT CAN BE DONE. YOU HAVE THE  
10 RESOURCES TO DO THAT. IF YOU NEED TO PUT MORE DOLLARS ON THE  
11 PLATE FOR NAVIGANT TO DO A BETTER JOB, THEN DO THAT. WORK YOUR  
12 PLAN. DO NOT SELL THIS PROCESS SHORT. YOU ASK HOW LONG SHOULD  
13 IT TAKE? YOU TOLD US IT WAS GOING TO TAKE A YEAR. THAT WAS  
14 YOUR AGREEMENT WITH NAVIGANT. LET THAT PROCESS WORK. IF YOU'RE  
15 TELLING ME THAT IT'S NOT WORKING, SHOW US THE DATA. DO NOT  
16 SUCCUMB TO YELLOW JOURNALISM. EVERY TIME THAT SOMEBODY DECIDES  
17 TO PUT SOMETHING IN THE L.A. TIMES, YOU SHOULD BE OUT THERE  
18 TELLING US ABOUT THE GOOD THINGS THAT ARE HAPPENING AND THE  
19 PROGRESS THAT'S BEING MADE. IF PROGRESS IS NOT BEING MADE, WE  
20 WANT TO KNOW ABOUT THAT AND THEN LET'S TALK ABOUT PLAN B, BUT  
21 WE CANNOT, AT EVERY TURN OF THE CORNER, CHANGE DIRECTIONS OR  
22 WE WILL GET NOWHERE. YOU GOT A NEW BOARD AT DREW, YOU GOT A  
23 NEW ADVISORY BOARD, MAYBE THEY NEED TO MEET MORE OFTEN. LET  
24 THIS THING WORK. LET US MAINTAIN OUR STRATEGY AND SAVE BOTH  
25 THESE INSTITUTIONS.



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1

2 **SUP. MOLINA, CHAIR:** THANK YOU, MISS GALLOWAY. NEXT WE HAVE MR.  
3 LOTT.

4

5 **JIM LOTT:** THANK YOU, MADAM CHAIR AND MEMBERS. MY NAME IS JIM  
6 LOTT AND I REPRESENT THE HOSPITAL ASSOCIATION OF SOUTHERN  
7 CALIFORNIA. IT'S A TRADE ASSOCIATION THAT REPRESENTS HOSPITALS  
8 THROUGHOUT LOS ANGELES. WE SUPPORT BOTH SUPERVISOR YAROSLAVSKY  
9 AND SUPERVISOR ANTONOVICH'S MOTION BUT I THOUGHT THE BEST USE  
10 OF MY TIME TODAY WOULD BE TO GIVE YOU SOME BEST PRACTICE  
11 RECOMMENDATIONS THAT MIGHT-- THAT COME FROM OTHER UNIVERSITY  
12 OR TEACHING HOSPITALS. I SIMPLY ASKED THE QUESTION OF SOME OF  
13 THE PEOPLE I REPRESENT, WHAT WOULD YOU DO IF YOU WERE IN A  
14 SITUATION, RIGHT NOW, TODAY, WITH WHAT WE KNOW ABOUT KING  
15 DREW? AND I GOT PRETTY GOOD RECOMMENDATIONS THAT I WANT TO  
16 PASS ON TO YOU. THEY'RE ALL BASED ON ONE ASSUMPTION AND THAT  
17 IS, THE HOSPITAL IS, EXCUSE THE EXPRESSION, BLEEDING AND WE  
18 NEED TO FIRST STOP THE BLEED. AND SO THEIR RECOMMENDATION,  
19 WHILE YOU DEAL WITH THESE LONGER-TERM ISSUES, ARE AS FOLLOWS:  
20 AMEND THE PRACTICE PROTOCOLS AT THE HOSPITAL IMMEDIATELY TO  
21 REQUIRE THE ATTENDING STAFF PHYSICIANS TO PROVIDE ON-SITE  
22 SUPERVISION OF ALL INVASIVE MEDICAL, DIAGNOSTIC AND SURGICAL  
23 PROCEDURES PERFORMED BY RESIDENT PHYSICIANS. EMPHASIS ON ON-  
24 SITE AND EMPHASIS ON ALL. THE SECOND RECOMMENDATION, EMPLOY A  
25 GROUP OF INDEPENDENT PHYSICIANS TO ACT AS ON-SITE HOSPITALISTS



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 OR INTERVENTIONISTS TO MONITOR AND COORDINATE ALL INPATIENT  
2 CRITICAL MEDICAL CARE PROVIDED BY THE HOSPITAL PHYSICIAN  
3 STAFF. THE THIRD AND LAST RECOMMENDATION, HIRE AN INDEPENDENT  
4 GROUP OF REGISTERED NURSES TRAINED IN INTENSIVE CARE TO WALK  
5 THE HALLS ON A 24/7 BASIS TO MONITOR/POLICE THE NURSING CARE  
6 BEING PROVIDED AT THE HOSPITAL. THESE ARE THE THREE THINGS  
7 THAT HOSPITAL ADMINISTRATORS AND MEDICAL DIRECTORS WILL TELL  
8 YOU YOU NEED TO DO RIGHT NOW TO PRESERVE THE INTEGRITY OF THAT  
9 HOSPITAL AND TO RESTORE THE CONFIDENCE IN THE PATIENT CARE  
10 THAT'S PROVIDED. THANK YOU.

11

12 **SUP. MOLINA, CHAIR:** MR. LOTT, I CAN'T TELL YOU HOW EFFECTIVE  
13 THAT SOUNDS TO ME AND I APPRECIATE THOSE RECOMMENDATIONS AND  
14 WE'RE GOING TO PUT IT TOGETHER AS A MOTION. THAT, I THINK,  
15 IS...

16

17 **SUP. YAROSLAVSKY:** COULD WE JUST ASK HIM TO ENGAGE WITH DR.  
18 GARTHWAITE IMMEDIATELY SO THAT WE...

19

20 **SUP. MOLINA, CHAIR:** I THINK THAT, AGAIN, THIS IS THE KIND OF  
21 ASSISTANCE THAT WE NEED.

22

23 **SUP. YAROSLAVSKY:** I AGREE, AND I THINK THAT RATHER-- I MEAN,  
24 IF WE CAN JUST GET THEM TO WORK TOGETHER IMMEDIATELY AND NOT



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 WAIT FOR OUR PROCESS HERE, I THINK IT WOULD SERVE A USEFUL  
2 PURPOSE.

3

4 **SUP. MOLINA, CHAIR:** I THINK THIS IS SOMETHING THAT THE BOARD  
5 COULD ENDORSE IMMEDIATELY. THANK YOU, MR. LOTT. VERY  
6 THOUGHTFUL. FOLLOWED BY MR.-- DR. ROSS IS NEXT. COULD WE-- AND  
7 MR. WILLIAMS IS NEXT. COULD WE ALSO HAVE ALEJANDRO MAYORKAS  
8 AND DR. MARCELLE WILLOCK PLEASE JOIN US.

9

10 **DR. ROBERT ROSS:** THANK YOU, MADAM CHAIR, MEMBERS OF THE BOARD.  
11 I'M DR. BOB ROSS. I'M PRESIDENT OF THE CALIFORNIA ENDOWMENT  
12 FOUNDATION. WE HAVE BEEN SUPPORTING EFFORTS TO TRY AND  
13 STRENGTHEN AND REVITALIZE KING DREW MEDICAL CENTER, IN  
14 PARTICULAR, DREW UNIVERSITY AND THE MEDICAL SCHOOL. WE THINK  
15 IT'S AN IMPORTANT ASSET TO THIS COMMUNITY AND TO YOUR SAFETY  
16 NET EFFORTS TO STRENGTHEN SERVICES TO THE UNDERSERVED. I  
17 COULDN'T AGREE MORE, ACTUALLY, WITH BOTH OF THE COMMENTS OF  
18 THE PREVIOUS SPEAKERS, BOTH LARK GALLOWAY-GILLIAM AS WELL AS  
19 JIM LOTT. TERRIFIC SUGGESTIONS. YOU HAVE A GOOD PLAN. YOU'RE  
20 EXECUTING THAT PLAN. STICK TO THE FUNDAMENTAL BASIC ELEMENTS  
21 OF THAT PLAN. IT IS SOLID AND IT IS BRINGING GOOD PROGRESS AND  
22 I THINK YOU'LL SEE THAT PROGRESS OVER TIME. NUMBER ONE, YOU'VE  
23 BROUGHT NAVIGANT ON BOARD. IT'S A NATIONAL CALIBER  
24 ORGANIZATION. CONTINUE TO STICK WITH USING NAVIGANT. GIVE THEM  
25 THE YEAR THEY NEED TO TURN THE INSTITUTION AROUND. SECONDLY,



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 YOU BROUGHT SIGNIFICANT AND TERRIFIC TALENT THROUGH THE  
2 HOSPITAL ADVISORY BOARD. IT'S A NEW BOARD THAT HAS NATIONAL  
3 CALIBER INDIVIDUALS, DR. HECTOR FLORES AND MANY OTHERS WHO  
4 REALLY-- I WOULD ENTRUST ANY-- THE TURNAROUND OF ANY HOSPITAL  
5 TO THOSE INDIVIDUALS. USE THOSE INDIVIDUALS AND I AGREE THEY  
6 OUGHT TO BE MEETING WITH A GREATER SENSE OF URGENCY AND  
7 REGULARITY. THIRDLY, FROM THE DREW SIDE, THE DREW BOARD HAS  
8 SIGNIFICANTLY ENHANCED ITS LEADERSHIP AT THE BOARD LEVEL. DR.  
9 BART WILLIAMS, WHO YOU'LL HEAR FROM IN A SECOND, HAS RECRUITED  
10 OUTSTANDING AND TERRIFIC LEADERSHIP, NATIONAL CALIBER  
11 LEADERSHIP THROUGH THE DREW BOARD INCLUDING PEOPLE LIKE STEVE  
12 SCHROEDER, FORMER PRESIDENT OF THE ROB ROY JOHNSON FOUNDATION,  
13 ROGER BOULDER, FORMER PRESIDENT OF THE AMERICAN ACADEMY OF  
14 MEDICAL COLLEGES AND UNIVERSITIES. SO YOU'VE GOT TERRIFIC  
15 TALENT ON BOARD AT THE DREW BOARD AS WELL. SO WE SEE SOME GOOD  
16 THINGS HAPPENING. WE ARE WILLING TO SUPPORT A PLANNING PROCESS  
17 FOR A FACULTY PRACTICE PLAN THAT WILL STRENGTHEN, OVER TIME,  
18 THE SUPERVISION AND ACCOUNTABILITY OF PHYSICIANS IN TERMS OF  
19 PROVIDING OF PATIENT CARE. THOSE ARE LONG-TERM FIXES BUT I  
20 THINK THE KINDS OF SUGGESTIONS YOU RECEIVED TODAY FROM MR.  
21 LOTT WILL STRENGTHEN THE FUNDAMENTAL ELEMENTS OF THE PLAN THAT  
22 WE BELIEVE IS A GOOD PLAN THAT YOU SHOULD STICK TO AND THAT  
23 YOU SHOULD CONTINUE TO SUPPORT. FINALLY, JUST A COMMENT ABOUT  
24 THE PRODUCTION OF MEDICAL STUDENTS FROM THE UNIVERSITY. THIS  
25 IS A KEY AND IMPORTANT ELEMENT THAT PROVIDES SERVICES TO THIS



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 COMMUNITY. UNIVERSITY-- DREW UNIVERSITY MEDICAL STUDENTS ARE  
2 FIVE TIMES MORE LIKELY, IN A RECENT STUDY, TO ADDRESS THE  
3 NEEDS OF THE HEALTH OF THE UNDERSERVED IN THEIR COMMUNITIES  
4 AND TO SUPPORT SAFETY NET SERVICES AND TO PRACTICE IN SAFETY  
5 NET SETTINGS. SO IT'S A VERY VALUABLE RESOURCE FOR THIS  
6 COMMUNITY AND FOR THE SAFETY NET THAT YOU HAVE SOME  
7 RESPONSIBILITY FOR. SO WE HOPE THAT EFFORT TO CONTINUE TO  
8 SUPPORT THE UNIVERSITY AND DREW UNIVERSITY ARE CONTINUED IN  
9 MAKING THE FIX. AND WITH THAT, THANK YOU, MEMBERS OF THE BOARD  
10 AND CONTINUE TO KEEP UP WHAT I THINK IS A VERY ADMIRABLE  
11 RESPONSE TO A VERY DIFFICULT SITUATION AND YOUR FRUSTRATION IS  
12 WELL KNOWN AND APPRECIATED.

13

14 **SUP. MOLINA, CHAIR:** DR. ROSS. I NEED TO ASK YOU, BECAUSE I  
15 KNOW THAT YOU'VE BEEN INVOLVED AND THE ENDOWMENT HAS BEEN VERY  
16 HELPFUL IN TRYING TO RECONSTITUTE AND HAS PROVIDED ASSISTANCE  
17 AND LEADERSHIP TO THE DREW BOARD, BUT I GUESS I HAVE TO ASK  
18 YOU, BECAUSE I'M CONCERNED ABOUT THE DREW BOARD, AND I'M GOING  
19 TO ASK THEM AS THEY COME UP, I DON'T THINK THEY'RE OPERATING  
20 AS THOUGH THEY UNDERSTAND THAT THEY ARE IN A MAJOR CRISIS.  
21 THEY DON'T SEEM TO BE OPERATING WITHIN A FRAMEWORK OF  
22 RECOGNIZING THAT THEY'RE THE ONES THAT HAVE TO TAKE SOME  
23 OWNERSHIP OF SOME OF THESE RESPONSIBILITIES. I AM TERRIFIED OF  
24 WHAT I'VE BEEN HEARING FROM PAST RESIDENTS WHO ARE NOW DOCS IN  
25 DIFFERENT AREAS, TALKING ABOUT THE LACK OF OWNERSHIP THAT MANY





**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 OF THE DREW PERSONNEL, THE MEDICAL DOCS, HAD WITH RESIDENTS,  
2 THAT THEY LEFT THEM SOMETIMES WITH NOBODY TO ATTEND THEM, WITH  
3 THREE RESIDENTS LOOKING AT EACH OTHER TRYING TO SORT OUT WHAT  
4 TO DO, WITH NURSES WHO HAVE GONE OUT ON STRESS LEAVE BECAUSE  
5 THEY'RE LEFT WITH NO ONE TO RESPOND TO THEM. OCCASIONALLY, A  
6 DOCTOR MIGHT CALL THEM ON THE PHONE. ARE THEY-- THEY RECOGNIZE  
7 THAT THE PLACE IS ON FIRE AND THEY'RE THE ONLY ONES THAT HAVE  
8 GOT TO PUT THE FIRE OUT?

9

10 **DR. ROBERT ROSS:** WELL, MADAM CHAIR, BART WILLIAMS, WHO IS THE  
11 CHAIR OF THE BOARD, IS HERE. BUT LET ME JUST SAY, AS AN  
12 OUTSIDER LOOKING IN, I WILL SAY THAT THERE'S NO SUBSTITUTE AND  
13 IT'S COME UP IN ALL THE COMMENTS FROM BOARD MEMBERS THIS  
14 MORNING, THERE IS JUST NO SUBSTITUTE FOR ACCOUNTABLE,  
15 PASSIONATE, EFFECTIVE LEADERSHIP AND IT STARTS, AS YOU KNOW,  
16 ALWAYS WITH THE BOARD OF TRUSTEES, IN THIS CASE, THE BOARD AT  
17 DREW.

18

19 **SUP. MOLINA, CHAIR:** DO YOU THINK THEY HAVE THEM?

20

21 **DR. ROBERT ROSS:** I THINK THEY HAVE RECRUITED THE CALIBER OF  
22 TALENT TO BRING THAT KIND OF PASSION AND EFFECTIVE LEADERSHIP  
23 TO THE PROBLEM. THEY PROBABLY HAVEN'T EVEN HAD TIME TO GEL YET  
24 AS A BOARD IS MY SENSE LOOKING IN FROM THE OUTSIDE BUT I DO  
25 THINK THE CALIBER OF TALENT IS ABSOLUTELY NOT ON BOARD AND I



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 WILL HAND THIS OVER TO BART WILLIAMS TO ANSWER YOUR OTHER  
2 QUESTIONS.

3

4 **SUP. MOLINA, CHAIR:** VERY GOOD. THANK YOU. MR. WILLIAMS.

5

6 **BART WILLIAMS:** THANK YOU, MADAM CHAIR. FIRST, I WOULD LIKE TO  
7 ASK IF, INSTEAD OF ALEJANDRO MAYORKAS, IF WE COULD HAVE DR.  
8 PATRICK DOWLING JOIN ME UP HERE, WHO IS ALSO A RELATIVELY NEW  
9 MEMBER OF THE DREW UNIVERSITY BOARD, I WOULD APPRECIATE THAT.  
10 MY NAME IS BART WILLIAMS, I'M THE CHAIR OF THE BOARD OF  
11 TRUSTEES OF THE DREW UNIVERSITY. I'M NOT A DOCTOR, ACTUALLY,  
12 I'M A LAWYER BY TRADE. BUT, AS THIS BOARD KNOWS, WE AT DREW  
13 HAVE NOT BEEN WITHOUT CHALLENGES IN VERY RECENT YEARS AND WE  
14 HAVE A LOT OF WORK TO DO BUT I DON'T THINK THAT ANYONE COULD  
15 OBJECTIVELY SAY THAT THE EFFORTS THAT WE'VE MADE TO RENOVATE  
16 OUR BOARD ARE ALL FOR NAUGHT AND I DON'T THINK THAT ANYONE  
17 COULD REASONABLY SAY THAT WE ARE NOT TAKING STEPS TO DO WHAT  
18 IS NECESSARY TO HOLD UP DREW'S END OF THE BARGAIN. WE HAVE, AS  
19 DR. ROSS HAS SAID, RECRUITED SEVERAL ESTEEMED PEOPLE TO THE  
20 BOARD OF TRUSTEES. WE ARE ACTIVELY ENGAGED RIGHT NOW IN TRYING  
21 TO IDENTIFY THE NEXT PRESIDENT OF DREW UNIVERSITY. AND I DON'T  
22 SAY THAT IN ORDER TO DISPARAGE DR. DOUGLASS, WHO IS IN THE  
23 AUDIENCE TODAY, WHO HAS BEEN THE INTERIM PRESIDENT FOR A YEAR  
24 BUT I SAY THAT TO SAY THAT WE ARE MOVING FORWARD. OUR BOARD IS  
25 CONSUMED WITH THE IDEA OF IMPROVING ALL OF THE PROGRAMS THAT



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 WE HAVE AT DREW UNIVERSITY. WE ARE CONSUMED WITH TRYING TO  
2 RAISE FUNDS. N.I.H. FUNDS FOR DREW HAVE GONE FROM \$5 MILLION  
3 TO \$25 MILLION IN THE LAST THREE YEARS ALONE. THE UNIVERSITY  
4 HAS HAD SUCCESSFUL AUDITS WITHOUT QUALIFICATION FOR THE PAST  
5 FOUR YEARS RUNNING. THE QUESTION IS ONE OF ACCOUNTABILITY AT  
6 THE HOSPITAL. THE QUESTION IS ONE OF WHETHER OR NOT THE FOLKS  
7 WHO ARE THE DOCTORS, WHO ARE THE NURSES, ARE INSTILLED WITH  
8 THE TYPE OF LEADERSHIP AT THE HOSPITAL THAT THEY NEED TO HAVE.  
9 BUT THERE ARE A COUPLE OF THINGS THAT I NEED TO CLARIFY.  
10 NUMBER ONE, THE DOCTORS WHO ARE WORKING AT DREW TODAY DO NOT  
11 RESENT NAVIGANT CONSULTING. THEY EMBRACE NAVIGANT CONSULTING  
12 BECAUSE, FOR THE FIRST TIME IN RECENT MEMORY, THEY BELIEVE  
13 THAT THERE ARE PEOPLE THERE WHO ARE TALENTED, WHO ARE FOCUSED  
14 ON SOLVING THE PROBLEM. IT IS A MISCONCEPTION TO BELIEVE THAT  
15 THE DOCTORS AT DREW RESENT, IN ANY WAY, THE NEW LEADERSHIP  
16 THAT HAS BEEN BROUGHT TO BEAR. IN FACT, THEY BELIEVE THAT IT  
17 IS LONG OVERDUE. SECOND, WE WOULD SUGGEST THAT THERE ARE  
18 CERTAIN THINGS ABOUT THE PAYMENT SCHEME THAT ARE CREATED AT  
19 THE D.H.S. AND COUNTY LEVEL THAT ARE NOT CONSTRUCTIVE WITH  
20 RESPECT TO HOW IT WORKS AT DREW AND THIS IS WHAT I MEAN. AT  
21 U.S.C., FOR EXAMPLE, THE COUNTY PAYS, I BELIEVE, IT'S BETWEEN  
22 30 AND \$40 MILLION PER YEAR TO U.S.C. AND THEN U.S.C. PAYS THE  
23 PHYSICIANS. AT DREW, IT DOES NOT WORK THAT WAY FOR REASONS  
24 THAT ARE A MYSTERY TO ME. AT DREW, THE COUNTY PAYS THE  
25 PHYSICIANS DIRECTLY SO THAT THE PHYSICIANS WHO ARE, IN MANY



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 CASES, DREW FACULTY MEMBERS, THE PHYSICIANS ARE PAID BY THE  
2 COUNTY AND NOT BY DREW. THEY RECEIVE ONLY A STIPEND BY DREW.  
3 WHAT THAT DOES IS IT CREATES A MISCONCEPTION, AN UNDERSTANDING  
4 THAT THEY DO NOT KNOW WHO THEY REPORT TO, AND THAT IS  
5 SOMETHING THAT IS WITHIN THE CONTROL OF THE COUNTY TO CHANGE  
6 BECAUSE YOU DO IT ALREADY AT THE UNIVERSITY OF SOUTHERN  
7 CALIFORNIA. IT CHANGES-- IT WOULD HAVE A DRAMATIC IMPACT. I  
8 SEE THAT MY TIME IS RUNNING OUT. I'M HAPPY TO ANSWER  
9 QUESTIONS. BUT I WANT TO...

10

11 **SUP. MOLINA, CHAIR:** BUT MR. HARPER, LET ME JUST BEGIN WITH  
12 THAT THAT'S A REALLY PATHETIC RESPONSE AS TO A DUTY AND A  
13 RESPONSIBILITY. JUST BECAUSE THEY'RE GETTING PAID BY TWO  
14 DIFFERENT PEOPLE DOES NOT MEAN THAT THEY ABDICATE ANY  
15 RESPONSIBILITY AND DUTY TO THE RESIDENTS THAT THEY'RE TRAINING  
16 OR TO THE PATIENTS THAT THEY'RE CARING FOR.

17

18 **BART WILLIAMS:** NO, OF COURSE IT DOESN'T AND...

19

20 **SUP. MOLINA, CHAIR:** WELL BUT THAT'S WHAT YOU ARE RECOMMENDING.  
21 THAT'S NONSENSE. I DON'T CARE THEY GET PAID BY. THE REALITY  
22 IS, WHAT HAPPENED TO THAT ANESTHESIOLOGIST? WHERE WAS HE? WHAT  
23 HAPPENED TO THAT ATTENDING PHYSICIAN? WHAT HAPPENED TO THE  
24 CHAIR THAT WASN'T TAKING OWNERSHIP FOR THESE THINGS? NOT ONE  
25 TIME. THERE WERE THREE DEATHS TWO YEARS AGO IN ONE DAY IN



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 DECEMBER. IT'S ONGOING. AND IT IS DREW THAT HAS TO TELL US HOW  
2 IT'S GOING TO HANDLE IT BECAUSE, VERY FRANKLY, I'M NOT  
3 INTERESTED IN THE EXCUSES ANY MORE. I THINK THE BEST THING AND  
4 I WOULD LOVE TO SEE DREW TAKE OVER BECAUSE I REMEMBER 25 YEARS  
5 AGO, THIS WAS THE ONLY AND STILL IS THE ONLY MEDICAL SCHOOL  
6 WHERE MINORITIES HAVE ANY HOPE OR ASPIRATION OF GETTING  
7 TRAINED AND PREPARED TO BECOME DOCTORS AND PHYSICIANS IN OUR  
8 COMMUNITY. AND I RESPECT THAT. BUT, VERY FRANKLY, IF DREW DOES  
9 NOT TAKE SOME OWNERSHIP AND START SAYING, "OH, THEY'RE  
10 CONFUSED ABOUT WHO THEY GET PAID FOR-- BY," THAT'S NOT A  
11 RESPONSE. THAT DOESN'T TELL ME THAT YOU RECOGNIZE THE CRISIS.

12

13 **SUP. KNABE:** WELL, DOES IT-- AT U.C.L.A., I MEAN, HARBOR-  
14 U.C.L.A. GETS PAID THE SAME WAY AS KING, I MEAN. U.S.C., I  
15 MEAN, SO IT'S NOT AN ISSUE OF ONE OVER THE OTHER.

16

17 **SUP. MOLINA, CHAIR:** WELL, BUT THAT'S WHY IT'S A PATHETIC  
18 RESPONSE, SIR.

19

20 **BART WILLIAMS:** IF I MAY RESPOND. IF I MAY RESPOND, WITH YOUR  
21 BLESSING.

22

23 **SUP. MOLINA, CHAIR:** PLEASE.

24



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1   **BART WILLIAMS:** THE REASON WHY IT IS IMPORTANT IS THAT THE  
2   DOCTORS WHO ARE WORKING AT DREW HAVE THE-- WEAR THESE TWO  
3   HATS. I'M NOT SAYING THAT THAT'S THE SILVER BULLET THAT IS  
4   GOING TO SOLVE THE PROBLEM BUT WHAT I WAS RESPONDING TO WAS  
5   THE NOTION THAT THE RESPONSIBILITY IS BEING SHIRKED BY DREW...

6

7   **SUP. MOLINA, CHAIR:** NO, IT'S NOT.

8

9   **BART WILLIAMS:** ...OR ITS PHYSICIANS. IF DREW, FOR EXAMPLE,  
10   ATTEMPTS TO TRY TO REPRIMAND PHYSICIANS FOR THEIR FAILURES AND  
11   THOSE PHYSICIANS ARE BEING PAID BY THE COUNTY AND NOT BY DREW,  
12   THERE IS A DIFFICULTY IN LEADERSHIP, THERE'S NO QUESTION ABOUT  
13   IT. BUT WHAT I WANT TO SAY HERE TODAY IS THAT WE WANT TO TEAM  
14   WITH THE COUNTY AND D.H.S. WE BELIEVE WE WANT TO WORK  
15   TOGETHER. WE BELIEVE THAT WE'RE ON THE PATH TO RIGHTING THE  
16   SHIP AND WE BELIEVE THAT, IF THE SUPERVISORS, IF D.H.S. ARE  
17   GOING TO BE DISTRACTED BY EACH AND EVERY BAD PATIENT CASE, WE  
18   BELIEVE THAT WE WILL TAKE OUR EYES OFF THE BALL. BY  
19   DEMONSTRABLE OBJECTIVE MEASURES, THERE ARE IMPROVEMENTS THAT  
20   ARE OCCURRING AT THAT HOSPITAL, THE AMOUNT OF TIME THAT IT  
21   TAKES PEOPLE TO GET INTO SURGERY, THE NUMBER OF DOCTORS WHO  
22   ARE...

23

24   **SUP. MOLINA, CHAIR:** BUT THESE ARE NOT GUINEA PIGS WAITING  
25   AROUND FOR THIS IMPROVEMENT.



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1

2 **BART WILLIAMS:** OF COURSE NOT.

3

4 **SUP. MOLINA, CHAIR:** I MEAN, SO, WAIT A MINUTE. I MEAN, WE  
5 DON'T HAVE MUCH TIME HERE. EVERY SINGLE DAY IS SOMETHING TO  
6 WORRY ABOUT. I AM SAYING TO YOU RIGHT NOW, IF MY MOTHER NEEDED  
7 TO BE HOSPITALIZED AND THIS IS WHERE THEY WERE TAKING HER, I  
8 WOULD GET THERE AS QUICKLY AS POSSIBLE AND GET HER THE HELL  
9 OUT OF THERE. I DO NOT TRUST THE PATIENT CARE THERE.

10 CONSEQUENTLY, THAT CONCERNS ME ABOUT EVERY SINGLE PATIENT. IT  
11 SEEMS TO ME THAT THE DREW BOARD NEEDS TO OPERATE WITHIN THE  
12 SAME FRAMEWORK, THAT SAYING IF IT'S YOUR MOM, IF IT'S YOUR  
13 CHILD THAT IS GOING INTO THIS HOSPITAL, DOES IT PROVIDE THE  
14 LEVEL OF QUALITY THAT I WOULD TRUST? AND I'M NOT SO SURE  
15 YOU'RE ABLE TO TELL ME THAT TODAY.

16

17 **BART WILLIAMS:** SUPERVISOR MOLINA, WE TAKE FULL RESPONSIBILITY  
18 FOR THE PHYSICIANS WHO ARE ON THE FACULTY AT DREW UNIVERSITY.  
19 WE BELIEVE THAT IT HAS A FINE STAFF. EACH AND EVERY ONE OF THE  
20 STUDENTS WHO COMES TO DREW IS A STUDENT WHO IS ADMITTED AT THE  
21 U.C.L.A. PROGRAM. THEY ARE QUALIFIED PEOPLE. THE DIVERSE  
22 PEOPLE WHO ARE THE RESIDENTS, THE TRAINEES, AND THE STAFF  
23 PHYSICIANS...

24





**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1   **SUP. MOLINA, CHAIR:** SIR, I THINK YOU NEED TO TALK TO FORMER  
2   RESIDENTS.

3

4   **BART WILLIAMS:** I HAVE. I HAVE, MA'AM.

5

6   **SUP. MOLINA, CHAIR:** I THINK YOU NEED TO TALK TO YOUR OWN  
7   RESIDENTS.

8

9   **BART WILLIAMS:** I HAVE.

10

11   **SUP. MOLINA, CHAIR:** THEN WHAT HAPPENED THAT DAY? WHY CANNOT  
12   RESIDENTS NOT GO TO YOU? WHEN THERE ARE THREE OF THEM IN AN  
13   OPERATING ROOM WITH NO ATTENDING PHYSICIAN, WHY CAN'T THEY GO  
14   TO YOU AND TELL YOU THAT THERE IS SOMETHING IS WRONG.

15

16   **BART WILLIAMS:** LET ME RESPOND TO THE NOTION THAT YOU HAD A FEW  
17   MOMENTS AGO ABOUT THE ANESTHESIOLOGIST NOT SHOWING UP. IF  
18   YOU'RE GOING TO RAISE THE NOTION OF HOW THE FOLKS ARE  
19   RESPONDING, LET ME SAY THAT, IN THAT PARTICULAR INSTANCE, THE  
20   ONE THAT WAS IN THE PAPER, THERE WAS A RESPONSE BY THE  
21   ANESTHESIOLOGIST. THE ANESTHESIOLOGIST WAS CALLED OFF IN THAT  
22   PARTICULAR INSTANCE BECAUSE AN OPEN TUBE HAD ALREADY BEEN  
23   CREATED, THERE ALREADY WAS A PASSAGE, AN AIRWAY. SO, I THINK,  
24   I THINK THE...

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1   **SUP. MOLINA, CHAIR:** THERE IS ONE IN WHICH THERE WAS NO  
2   RESPONSE, SIR.

3

4   **BART WILLIAMS:** ...I THINK THE...

5

6   **SUP. MOLINA, CHAIR:** YES, THERE...

7

8   **BART WILLIAMS:** THERE WAS ONE WHERE THERE WAS A REPORT IN THE  
9   LOS ANGELES TIMES THAT THERE WAS NO RESPONSE AND WHAT I'M  
10   SHARING WITH YOU...

11

12   **SUP. MOLINA, CHAIR:** WELL, GUESS WHAT, THE L.A. TIMES DOESN'T  
13   HAVE ALL OF THE INFO BUT YOU SHOULD HAVE IT BECAUSE THEY'RE  
14   YOUR DOCS.

15

16   **BART WILLIAMS:** AND WHAT I WAS TRYING TO DO WAS TO RESPOND WITH  
17   SOME OF SUBSTANTIVE REACTION. LOOK...

18

19   **SUP. ANTONOVICH:** BUT YOU HAD ONE DOCTOR THAT, WHAT, \$500,000 A  
20   YEAR AND ONLY PERFORMED TWO OR THREE SURGERIES.

21

22   **BART WILLIAMS:** I BELIEVE THAT THERE IS NO EXCUSE FOR THE  
23   PARTICULAR DOCTORS WHO ARE TAKING ADVANTAGE OF THE SITUATION  
24   AND I'M NOT HERE TO EXCUSE THEM, AND WE WANT TO BE PART OF  
25   THAT SOLUTION. I DID WANT TO ASK IF DR. DOWLING COULD MAKE ONE



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 OR TWO POINTS THAT HE HAD ASKED IN THE TIME THAT MR. MAJORKAS  
2 WAS GOING TO BE HEARD. IF WE MAY.

3

4 **SUP. MOLINA, CHAIR:** SURE. DR. DOWLING, YOU DIDN'T SIGN UP BUT  
5 I UNDERSTAND MS. BURKE WOULD LIKE YOU TO SPEAK.

6

7 **BART WILLIAMS:** HE ACTUALLY DID...

8

9 **SUP. MOLINA, CHAIR:** WE ALSO HAVE ALEJANDRO MAYORKAS, ARE THEY  
10 NOT GOING TO SPEAK?

11

12 **BART WILLIAMS:** RIGHT, MR. MAYORKAS IS NOT.

13

14 **SUP. MOLINA, CHAIR:** AND DR. WILLOCK, ARE THEY NOT GOING TO  
15 SPEAK?

16

17 **BART WILLIAMS:** THAT'S RIGHT.

18

19 **SUP. MOLINA, CHAIR:** ALL RIGHT. DR. DOWLING, PLEASE.

20

21 **DR. PATRICK DOWLING:** THANK YOU, GOOD MORNING, MADAM CHAIR AND  
22 MEMBERS OF THE BOARD. I'M DR. PATRICK DOWLING, I AM PROFESSOR  
23 AND CHAIRMAN OF THE DEPARTMENT OF FAMILY MEDICINE AT U.C.L.A.  
24 AND I'M A MEMBER OF THE NEW DREW BOARD. I'M ALSO PROUD TO SAY  
25 THAT, FOR THE PAST FIVE YEARS, I'VE SERVED AS COMMISSIONER OF



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 HEALTH FOR THE FOURTH DISTRICT IN SUPERVISOR KNABE. I HAVE A  
2 PREVIOUS HISTORY OF 20 YEARS OF WORKING IN COUNTY HOSPITALS IN  
3 CHICAGO AND L.A. AS A MEDICAL EDUCATOR. FOR THE PAST 15 YEARS,  
4 I'VE WORKED WITH DREW STUDENTS IN THE INNER CITY NEIGHBORHOODS  
5 OF WILMINGTON AND NOW VAN NUYS. I WANT TO MAKE A COUPLE OF  
6 COMMENTS, AN OBSERVATION, A BRIEF RECOMMENDATION AND, LIKE  
7 EVERYONE ELSE, I WANT TO BE PART OF THE SOLUTION. FIRST, I  
8 WOULD SAY THAT, IN EVERY DAY, IN EVERY HOSPITAL IN L.A.  
9 COUNTY, ACUTELY ILL PATIENT DIE. THE QUESTION IS, WAS  
10 SOMETHING DONE WRONG OR NOT? IN EVERY HOSPITAL I'VE EVER BEEN  
11 IN, THERE'S A MONTHLY REVIEW CALLED AN M AND M, MORBIDITY AND  
12 MORTALITY REPORT. YOU CALL THE PEOPLE IN, YOU GO OVER THE CASE  
13 AND DID SOMEONE DROP THE BALL? THAT'S HOW IT'S DONE. THAT'S  
14 CALLED A PEER REVIEW, SUBJECTIVE...

15

16 **SUP. MOLINA, CHAIR:** BUT LET'S UNDERSTAND, THAT SAME WEEKEND,  
17 SEVEN PEOPLE DIED. THREE OF THEM WERE THE PROBLEM. SO WE  
18 UNDERSTAND THAT PEOPLE DIE IN HOSPITALS.

19

20 **DR. PATRICK DOWLING:** WELL, WE NEED AN OBJECTIVE REVIEW. THE  
21 L.A. TIMES IS A GREAT NEWSPAPER BUT IT'S NOT A MEDICAL  
22 JOURNAL. I WOULD LIKE TO SEE AN OBJECTIVE REVIEW.

23

24 **SUP. YAROSLAVSKY:** WELL, WE HAVE SEEN SOME OF THE MEDICAL  
25 INFORMATION, DR. DOWLING, AND...



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1

2 **SUP. MOLINA, CHAIR:** WE'VE SEEN THOSE REVIEWS.

3

4 **SUP. YAROSLAVSKY:** ...THAT'S-- MY RECOMMENDATION IS, SINCE YOU  
5 HAVEN'T SEEN IT...

6

7 **SUP. MOLINA, CHAIR:** YOU SHOULD.

8

9 **SUP. YAROSLAVSKY:** ...YOU MIGHT-- IT IS TRUE THAT PEOPLE DIE IN  
10 HOSPITALS ALL THE TIME. THE QUESTION IS, WHY DID THEY DIE?

11

12 **DR. PATRICK DOWLING:** ABSOLUTELY.

13

14 **SUP. YAROSLAVSKY:** AND EVEN THEN, EVEN IF, AS MAY BE THE CASE,  
15 THEY WOULD HAVE DIED ANYWAY, THEN THE QUESTION IS, WHAT WERE--  
16 AFTER AN EVALUATION OF THE PROCESSES, WERE THE PROCESSES  
17 ADHERED TO? I DOUBT IF, AT U.C.L.A., I SHOULDN'T SAY WHAT  
18 HAPPENS AT U.C.L.A., I KNOW IT'S A BIG HOSPITAL, BUT HOW MANY  
19 TIMES IN YOUR MEMORY DID A NURSE PROGRAM THE HEART MONITOR TO  
20 MAKE IT INAUDIBLE SO THAT, WHEN IT FLAT LINED, SHE WOULDN'T  
21 HEAR IT? DO YOU KNOW OF ANY SUCH CASE AT U.C.L.A.?

22

23 **DR. PATRICK DOWLING:** NO, I DO NOT.

24



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1   **SUP. YAROSLAVSKY:** WE KNOW OF SEVERAL HERE AND THAT'S WHERE IT  
2   STARTS.

3

4   **DR. PATRICK DOWLING:** THAT'S WORRISOME. SECOND OBSERVATION I  
5   WOULD MAKE IS WHAT'S CALLED THE INVERSE CARE LAW AND THAT IS  
6   THE AVAILABILITY OF QUALITY MEDICAL CARE VARIES INVERSELY TO  
7   NEED. WE HAVE 25,000 PHYSICIANS IN L.A. COUNTY BUT POOR  
8   NEIGHBORHOODS LACK THEM. I HAVE A MAP JUST OUT OF OSHWOOD  
9   YESTERDAY. IT SHOWS THE POVERTY TRACT BY CENSUS TRACT,  
10   LOCATION OF THE PHYSICIANS, JUST THE INVERSE. ERGO THE NEED  
11   FOR A TEACHING HOSPITAL IS CRUCIAL. THERE'S TWO PRODUCTS. IT'S  
12   SUPPOSED TO GIVE HIGH QUALITY CARE WHILE YOU'RE THERE AND THE  
13   GRADUATES ARE SUPPOSED TO POPULATE THE NEIGHBORHOODS. AS DR.  
14   ROSS SAID, DREW STUDENTS GO, IN A MUCH HIGHER PERCENTAGE, INTO  
15   INNER CITY NEIGHBORHOODS. IT'S AN IMPORTANT THING AND WE ALSO  
16   TRAIN MANY OTHER HEALTH PROFESSIONALS OVER THERE, KIDS FROM  
17   THE NEIGHBORHOODS GO TO WORK IN THESE COMMUNITIES. VERY  
18   IMPORTANT ROLE. THIRD THING I WOULD SAY, THE RECOMMENDATION, I  
19   DON'T KNOW MR. LOTT. I CAME UP WITH THIS INDEPENDENTLY. I SAID  
20   HIRE A TEAM OF HOSPITALISTS TO COVER THE SICKEST PATIENTS,  
21   THESE PHYSICIANS WHO SPECIALIZE IN THE CARE OF HOSPITALIZED  
22   PATIENTS ONLY, RAISE THE QUALITY OF MEDICAL CARE RECEIVED BY  
23   THE PATIENTS. UNIQUELY I JUST LEARNED THIS, THEY ALSO ELEVATE  
24   THE LEVEL OF NURSING CARE BECAUSE THEY CHECK EVERYTHING. OKAY?  
25   NOW THEY'RE BEING USED AND TRAINED AT U.C.L.A. AT SANTA



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 MONICA, U.C.L.A., THAT LITTLE COMPANY AT TORRANCE MEMORIAL AND  
2 U.C.S.F. THEY'RE YOUNG, WELL-TRAINED PHYSICIANS RIGHT OUT OF  
3 TRAINING. YOU BRING THEM IN. I THINK THIS IS THE INTERIM  
4 SOLUTION, ASSIGN THEM TO YOUR SICKEST PATIENT. THEY ALSO TEACH  
5 AS A WAY TO PUT THAT GUIDE RAIL UP RIGHT AWAY. IT MAY BE THE  
6 QUICK SOLUTION. IT'S NOT THAT EXPENSIVE TO DO. IT RAISES THE  
7 LEVEL OF CARE.

8

9 **SUP. BURKE:** MAY I JUST ASK, DR. DOWLING, HAVE YOU HAD ANY  
10 DISCUSSION WITH DR. LEVY IN TERMS OF THE RELATIONSHIP OF  
11 U.C.L.A. TO DREW? ONE OF THE SUGGESTIONS IS THAT THE TRAINING  
12 PROGRAM AT DREW SHOULD BE TAKEN OVER BY U.C.L.A. HAVE YOU HAD  
13 ANY DISCUSSIONS WITH DR. LEVY OR DO YOU HAVE ANY IDEA OF WHAT  
14 THE SITUATION WOULD BE OR THE POTENTIAL FOR THAT?

15

16 **DR. PATRICK DOWLING:** I'VE HAD SEVERAL DISCUSSIONS WITH DR.  
17 LEVY, INCLUDING ONE THIS MORNING AND IT IS THE U.C.L.A.  
18 POSITION THAT WE DO NOT HAVE THE RESOURCES, ABILITY, THE  
19 DESIRE TO TAKE ON ANOTHER PUBLIC HOSPITAL. WE HAVE OUR HANDS  
20 FULL WITH OUR OWN UNIVERSITY HOSPITAL, AS WELL AS HARBOR-  
21 U.C.L.A. AND OLIVE VIEW, U.C.L.A. WE WANT TO BE PART OF THE  
22 SOLUTION. WE DO NOT HAVE THE ABILITY TO TAKE ON...

23

24 **SUP. BURKE:** BUT I HOPE WE CAN CALL ON PEOPLE AT U.C.L.A. I  
25 KNOW THAT U.C.L.A. HAS EXPRESSED AN INTEREST IN PARTICIPATING





**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 AND, IF WE CAN CALL ON SOME OF THE PHYSICIANS THERE WHO HAVE  
2 THE EXPERTISE, IF THEY ARE WILLING TO COME AND TO ASSIST IN  
3 SOME WAY.

4

5 **DR. PATRICK DOWLING:** ABSOLUTELY, WE'RE WILLING TO HELP IN ANY  
6 WAY WE CAN. SIT DOWN WITH DR. GARTHWAITE. ANY DISCUSSION, WE  
7 WANT TO BE PART OF THE SOLUTION. THIS IS A PROBLEM FOR THE  
8 ENTIRE COMMUNITY. WE HAVE OUR STUDENTS THERE EVERY DAY. WE  
9 BELIEVE STRONGLY IN THIS AND WE WANT TO FIX THE PROBLEM.

10

11 **SUP. BURKE:** AND YOU TRAINED THE HOSPITALISTS? IS THAT IT? YOU  
12 AND SAN FRANCISCO?

13

14 **DR. PATRICK DOWLING:** WE TRAIN THEM AT U.C.L.A. NOW AND THEN WE  
15 HIRE THEM, WE USE THEM IN OUR UNIVERSITY HOSPITALS SO WE  
16 BELIEVE-- I'M WORKING WITH THEM. WE GET ACUTELY SICK PATIENTS.  
17 WE SAY, "YOU TAKE CARE OF THEM." THAT'S ALL THEY DO. THEY GET  
18 THEM IN AND OUT BUT THEY ENSURE UNIFORMITY. THAT'S-- THEIR  
19 WHOLE ROLE IS JUST SICK PATIENTS. IT'S A NEW SPECIALTY.

20

21 **SUP. MOLINA, CHAIR:** DR. DOWLING, I'M GOING TO GIVE YOU THE  
22 CHARTS THAT I HAVE. YOU'RE A DOCTOR AND I THINK THERE'S  
23 CONFIDENTIALITY THERE. I'M GOING TO ASK YOU AND YOUR BOARD TO  
24 LOOK AT THESE AND THEN I WANT YOU, AGAIN, CONFIDENTIALLY, TO  
25 WRITE BACK TO ME AND TO TELL ME HOW WE'RE GOING TO FIX WHAT WE



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 HAVE. THERE ARE MANY, MANY PROBLEMS: OF COMMUNICATION, OF  
2 RESPONSIBILITY, OF ETHICS, OF DUTY AND I THINK THAT THE ONLY  
3 WAY THAT I CAN TRUST THAT THE DREW BOARD IS BEING RESPONSIVE  
4 IS BY GIVING ME THAT CONFIDENCE THAT THEY EVEN LOOK AT THESE  
5 THINGS, THAT THEY EVEN UNDERSTAND THE MAGNITUDE OF WHAT WE'RE  
6 LOOKING AT. YOU AND I HAVE TALKED BEFORE, AND I HAVE BEEN VERY  
7 WORRIED, SO I CAN ONLY-- I WILL SHARE WITH YOU AND I THINK  
8 IT'S APPROPRIATE, LEGALLY, IF I CAN, I'LL ASK, BUT THEY ARE  
9 YOUR PATIENTS AS MUCH AS THEY ARE MY PATIENTS. AND I THINK YOU  
10 NEED TO LOOK AT THOSE MEDICAL RECORDS. I THINK YOU NEED TO  
11 LOOK AT THOSE CHARTS, I THINK YOU NEED TO LOOK AT THOSE  
12 CONSEQUENCES AND I THINK YOU ALL NEED TO TELL US WHAT YOU'RE  
13 GOING TO DO BECAUSE IT IS HARD FOR ME TO UNDERSTAND THAT YOU  
14 UNDERSTAND THE COMPLEXITY OF WHAT WE ARE DEALING WITH. I  
15 UNDERSTAND YOU ATTRACT A LOT OF RESEARCH DOLLARS. IN FACT, I'M  
16 CONCERNED ABOUT IT BECAUSE MAYBE YOUR FOCUS IS DOING OTHER  
17 THINGS INSTEAD OF PAYING ATTENTION TO PATIENT CARE, YOU KNOW?  
18 THE MISSION IS TO PROVIDE PATIENT CARE AND TO PROVIDE WELL  
19 TRAINED, SUPERVISED RESIDENTS IN ORDER TO ASSIST US. AND SO I  
20 THINK I HAVE A DUTY AND YOU HAVE A DUTY AS WELL. IF I AM GOING  
21 TO BE ABLE TO APPRECIATE AND RESPECT THE KIND OF EFFORTS THAT  
22 YOU'RE UNDERTAKING, I WANT YOU TO RESPOND TO THOSE CHARTS AND  
23 TELL ME WHAT I CAN EXPECT FROM DREW IN LIGHT OF THOSE ISSUES.  
24 I WISH IT WERE JUST ONE DEATH OR IT'S, YOU KNOW, SOMETIMES IT  
25 HAPPENS BUT THIS IS SO FRUSTRATING AND SO PERPLEXING TO ME



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1    THAT I HAVE TO TELL YOU THAT IT'S HARD TO TRUST THAT I WOULD  
2    ALLOW MY MOTHER TO STEP INTO THAT HOSPITAL TODAY BECAUSE I  
3    WOULD BE NERVOUS ABOUT THE QUALITY OF CARE THAT SHE MAY  
4    RECEIVE. AND THAT'S NOT A GOOD THING FOR ME TO BE SAYING BUT  
5    IT IS AN HONEST THING.

6

7    **SUP. BURKE:** MADAM CHAIR, IS IT POSSIBLE FOR THE DREW BOARD TO  
8    SEE SOME OF THOSE, TO MAKE THOSE AVAILABLE TO THEM?

9

10    **SUP. MOLINA, CHAIR:** IF SOME PEOPLE CAN LEAK INFORMATION, I  
11    CAN, TOO.

12

13    **SUP. BURKE:** WELL, LET'S HEAR FROM THE COUNTY COUNSEL BECAUSE I  
14    THINK IT'S A GOOD IDEA. I THINK THEY SHOULD HAVE ACCESS TO IT.

15

16    **RAY FORTNER:** MADAM CHAIR, MEMBERS OF THE BOARD, WE WOULD  
17    PROPOSE STRUCTURING ANY KIND OF RELEASE OF DOCUMENTS LIKE THAT  
18    THROUGH-- WE'LL WORK WITH D.H.S. AND THROUGH THE PEER REVIEW  
19    COMMITTEE...

20

21    **SUP. MOLINA, CHAIR:** I'M NOT OFFERING IT TO-- I'M JUST OFFERING  
22    IT TO DR. DOWLING AS A DOCTOR AND WHO'S RESPONSIBLE...

23



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1   **RAY FORTNER:** EVEN THAT RELEASE, MADAM CHAIR, WE WOULD PROPOSE  
2   FOLLOWING IN THAT MANNER RATHER THAN HAVING IT COME DIRECTLY  
3   FROM YOU TO ENSURE THAT WE DON'T RELEASE ANY CONFIDENTIAL...

4

5   **SUP. MOLINA, CHAIR:** YEAH, THEN THERE'S THAT OTHER WAY...

6

7   **SUP. BURKE:** WELL, THERE'S PLENTY OF LEAKING GOING ON HERE. I  
8   MEAN, I THINK THAT IT LEAKS SO FAST, YOU CAN HARDLY GET IT OUT  
9   BEFORE SOMEONE...

10

11   **SUP. MOLINA, CHAIR:** I HATE THIS BUREAUCRACY. WE'LL FIND A WAY  
12   TO GET IT TO YOU, DOCTOR, AND I HOPE THAT YOU WILL RESPOND TO  
13   ME. THANK YOU SO MUCH FOR YOUR TESTIMONY. I APPRECIATE THE HOT  
14   SEAT YOU'RE ON BUT UNDERSTAND WE ARE, TOO, SO APPRECIATE THAT  
15   AS WELL. NEXT WE HAVE KATHY OCHOA, RICHARD VELLOZ, AND CELES  
16   KING, IF THEY WOULD JOIN US, AS WELL AS TIMOTHY WATKINS.  
17   KATHY, WHY DON'T YOU BEGIN?

18

19   **KATHY OCHOA:** SURE. GOOD MORNING, SUPERVISORS. MY NAME IS KATHY  
20   OCHOA. I'M HERE REPRESENTING SERVICE EMPLOYEES UNION LOCAL 660  
21   AND I THINK MY ITEM MORE CLEARLY COMES UNDER SUPERVISOR  
22   YAROSLAVSKY'S PROPOSAL. SUPERVISORS, THE HOSPITAL ADVISORY  
23   BOARD HAS BEEN ASSEMBLED AND HAS HELD ITS FIRST MEETING BUT  
24   HAS NOT YET ENGAGED IN THE WORK OF HOSPITAL OVERSIGHT. I URGE  
25   THE HOSPITAL ADVISORY BOARD TO MOVE AT AN ACCELERATED PACE.



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1   HOWEVER, IT IS PRUDENT TO EXAMINE, FIVE MONTHS INTO THE  
2   MANAGEMENT CONTRACT, WHETHER NAVIGANT INCORPORATED IS MOVING  
3   IN THE DIRECTION THAT WILL IMPROVE PATIENT SAFETY AT KING DREW  
4   MEDICAL CENTER. WE BELIEVE THAT THE ANSWER AT THE END OF THE  
5   DAY WILL BE IN THE AFFIRMATIVE. HOWEVER, THERE ARE SOME  
6   SPECIFIC QUESTIONS THAT HAVE BEEN RAISED BY EMPLOYEES AT THE  
7   KING DREW MEDICAL CENTER. NUMBER ONE, THE REPORTING OF PATIENT  
8   INCIDENTS AND DEATHS. THERE IS AN ORGANIZED PROTOCOL THROUGH  
9   WHICH INCIDENTS RESULTING IN MORBIDITY AND MORTALITY SHOULD BE  
10   EXAMINED, DEVELOPED BY J.C.A.H.O. AND KNOWN AS THE ROOT CAUSE  
11   ANALYSIS FOR SENTINEL EVENTS. HAS THIS PROCESS BEEN USED IN  
12   EACH OF THE INCIDENTS INVOLVED? AND WITH WHAT RESULT? THE  
13   SENTINEL EVENT REPORTING IS INTENDED TO ADDRESS SYSTEMIC  
14   PROBLEMS THAT LEAD TO BAD OUTCOMES FOR PATIENTS. COMMUNICATION  
15   AND IMPLEMENTATION ARE RECOMMENDED CHANGES RELATED TO THIS  
16   ANALYSIS IS ESSENTIAL. WE THINK IT'S MISSING AT THIS POINT. WE  
17   QUESTION WHETHER NAVIGANT HAS COME TO GRIPS WITH THE ACTUAL  
18   IMPLEMENTATION OF CHANGE DESPITE THE PASSAGE OF A SIGNIFICANT  
19   PERIOD OF TIME AND THE EXPENDITURE OF SIGNIFICANT FUNDS. FOR  
20   EXAMPLE, THIS WONDROUS IDEA ABOUT HAVING AN INTENSIVIST OR AN  
21   INTENSIVE CARE SPECIALIST ON BOARD NOW RAISED BY TWO OF THE  
22   PREVIOUS SPEAKERS IS IMBEDDED IN THE NAVIGANT RECOMMENDATIONS,  
23   REMEMBER? I READ THE 1,000. I URGE YOU TO DO THE SAME. YOU'VE  
24   ALREADY PAID FOR THAT PIECE OF ADVICE. IT'S BEEN GIVEN TO YOU.  
25   WHY AREN'T WE MOVING ON IT? I MEAN, I THINK THAT'S THE



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 QUESTION THAT WE NEED TO BE ASKING HERE. THE CHIEF EXECUTIVE,  
2 GLORIA, I CAN'T AGREE WITH YOU MORE, THAT IT WOULD BE  
3 WONDERFUL IF DR. GARTHWAITE SPENT-- HAD AN OFFICE AND A  
4 PARKING SPACE AND WAS AT THE HOSPITAL ON A REGULAR BASIS.  
5 WITHOUT QUESTION, A MISSING FACTOR AT KING DREW IS A  
6 PERMANENT, FULL-TIME CHIEF EXECUTIVE WHO CAN TAKE  
7 RESPONSIBILITY FOR THE INTEGRATION OF MANY DIFFERENT THREADS  
8 NEEDED TO WEAVE A SOLUTION TO THE PROBLEMS THAT WE FACE.  
9 SURPRISINGLY, LITTLE EFFORT APPEARS TO HAVE BEEN EXTENDED,  
10 DURING THESE PAST FIVE MONTHS, TOWARD ATTRACTION AND RETENTION  
11 OF A FULL-TIME C.E.O. THIS IS AN OBSERVATION THAT ON-SITE  
12 LEADERSHIP SHOULD BE SEEN AS HAVING A LONG-TERM INVESTMENT IN  
13 THE HOSPITAL. ONLY COMMITTED LEADERSHIP, AS IN ANY  
14 ORGANIZATION, WILL COMMAND THE RESPECT AND ATTENTION OF ALL  
15 AUDIENCES, INCLUDING THE EMPLOYEES. AND, FINALLY, THREE,  
16 PERMANENT MANAGERS. FIVE MONTHS INTO THE NAVIGANT CONTRACT, WE  
17 NOT ONLY HAVE LITTLE MOVEMENT IN THE DIRECTION OF A PERMANENT  
18 C.E.O., WE HAVE CONTINUED TO IMPORT INTERIM MANAGERS FROM  
19 DIFFERENT-- DISTANT LOCATIONS, ALTERNATIVES THAT SHOULD BE  
20 USED INCLUDE (A) RECRUITING FROM THE LOCAL MARKET; (B) TAKING  
21 ADVANTAGE OF MANAGEMENT AT OTHER COUNTY FACILITIES WHO MAY BE  
22 ABLE TO MENTOR PROSPECTS AT KING DREW OR (C) EVALUATING  
23 WHETHER MANAGEMENT POSITIONS CAN BE CONSOLIDATED, MOVED FROM  
24 DOWNTOWN LOCATIONS TO THE HOSPITAL OR OTHERWISE RECONFIGURED.  
25 IN SUM, EMPLOYEES ARE REFLECTING THE SAME CONCERNS THAT WILL



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 BE FOUND IN THE GENERAL PUBLIC, INCLUDING THE PROCESS FOR  
2 ACTING ON PATIENT INCIDENTS, WHICH ARE TRAGIC. WE URGE YOU TO  
3 GET AT THE ROOT OF THESE SEVERE BREACHES OF PATIENT PRIVACY SO  
4 THAT YOU ARE THE ONES WHO TALK TO THE PRESS ABOUT THE PACE OF  
5 CHANGE OR THE LACK THEREOF AND DON'T FEEL COMPELLED TO ANSWER  
6 TO OUR PULITZER PRIZE WINNERS AMONG US. THESE PATIENT  
7 TRAGEDIES DESERVE RESPECT THROUGH ATTENTION TO THEIR  
8 SYSTEMATIC CAUSE, RECRUITMENT OF A PERMANENT CHIEF EXECUTIVE,  
9 AN ARRANGEMENT OF MANAGERIAL STAFF IN A MANNER THAT WILL  
10 PROVIDE FOR CONTINUITY. THANK YOU.

11

12 **SUP. MOLINA, CHAIR:** THANK YOU, MISS OCHOA. MR. VELLOZ?

13

14 **RICHARD A. VELLOZ:** THANK YOU, MADAM CHAIR, MEMBERS OF THE  
15 BOARD. I AM A NEW BOARD MEMBER OF DREW UNIVERSITY, THE BOARD  
16 OF TRUSTEES. I ALSO HAVE OVER 30 YEARS WORKING ON HEALTHCARE  
17 DELIVERY SYSTEMS FOR THE HARD-TO-REACH AND VULNERABLE  
18 POPULATIONS HERE IN LOS ANGELES AS WELL AS OTHER PLACES AND  
19 WAS ONE OF THE PEOPLE WHO HELPED BEGIN THE TRAINING PROGRAM  
20 FOR THE FAMILY PRACTICE RESIDENCY AT WHITE MEMORIAL MEDICAL  
21 CENTER, WHICH HAS BEEN A SUCCESSFUL RESIDENCY. I WAS ASKED TO  
22 BE ON THE BOARD AND I READILY ACCEPTED BECAUSE I BELIEVE VERY  
23 STRONGLY THAT THE TRAINING AND THE EFFORTS THE UNIVERSITY HAS  
24 MADE OVER THE YEARS TO PROVIDE MINORITY AS WELL AS OTHER  
25 TRAINEES FOR OUR POPULATION IS VERY IMPORTANT. I'M A C.E.O. OF





**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 A COMMUNITY CLINIC IN SOUTH LOS ANGELES CALLED THE SOUTH  
2 CENTRAL FAMILY HEALTH CENTER. TWO OF THE GRADUATES FROM DREW  
3 WORK FOR ME. EXCELLENT PRACTITIONERS. EXCELLENT TRAINING. I  
4 THINK THE TYPE OF TRAINING YOU CAN GET FROM AN INNER CITY LIKE  
5 THIS, AN INNER CITY TRAINING INSTITUTION IS BEYOND COMPARE. I  
6 WOULD LIKE TO JUST SUPPORT THAT WE LOOK AT EVERYTHING THE  
7 UNIVERSITY CAN DO AND, AS A NEW MEMBER OF THE BOARD OF  
8 TRUSTEES, I'M GOING TO WORK HARD WITH BOTH THE BOARD CHAIR AS  
9 WELL AS OTHERS TO ENSURE THAT WE DO CONTINUE WITH THIS TYPE OF  
10 TRAINING. THANK YOU.

11

12 **SUP. MOLINA, CHAIR:** THANK YOU, MR. VELLOZ. NEXT WE HAVE DR.  
13 GENEVIEVE CLAVREUL AND DR. ERNIE SMITH. MR. KING.

14

15 **CELES KING IV:** GOOD AFTERNOON, BOARD MEMBERS. IT KIND OF PAINS  
16 ME TO BE HERE TODAY BECAUSE OF WHAT I HAVE TO SAY. I HAVE  
17 TALKED WITH MY STATE CHAIR, THE CONGRESS OF RACIAL EQUALITY OF  
18 CALIFORNIA, AND OUR BOARD OF DIRECTORS AND WE HAVE COME TO THE  
19 CONCLUSION THAT CHARLES R. DREW UNIVERSITY DOES NOT FUNCTION  
20 IN A MANNER THAT IS SUFFICIENT TO BE ABLE TO MAINTAIN A  
21 QUALITY OF CARE THAT IS NECESSARY AT THE HOSPITAL. OUR FIRST  
22 CONCERN IS TO SAVE THIS HOSPITAL BECAUSE THIS HOSPITAL IS  
23 DIRELY NEEDED, NOT ONLY IN SOUTH CENTRAL BUT IN THE TOTAL  
24 COMMUNITY IN TERMS OF LOS ANGELES AND THE COUNTY. WHAT WE HAVE  
25 HERE IS WE HAVE A SITUATION WHERE, IN THE PAST, IT DID PRODUCE



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 QUALITY PEOPLE, QUALITY PRODUCTS AND QUALITY PHYSICIANS. THERE  
2 IS NO DOUBT ABOUT THAT. THEY TALK ABOUT THE PROBABILITY OF THE  
3 GRADUATES GOING BACK TO MINORITY COMMUNITIES. WE AGREE. THEY  
4 PROBABLY DO. HOWEVER, MOST OF THOSE GRADUATES DO NOT COME BACK  
5 TO OUR PARTICULAR COMMUNITY IN LOS ANGELES COUNTY, SUCH AS A  
6 WHOLE. ONE OF THE REASONS IS, IS THAT A MAJORITY OF THE PEOPLE  
7 WHO ARE IN THAT UNIVERSITY ARE NOT FROM THIS AREA. THEY ARE  
8 FROM OTHER AREAS, NOT ONLY OF THE COUNTRY, BUT OF THE WORLD.  
9 ALL RIGHT. FINE. THE OTHER THING IS, THERE SEEMS TO BE SOME  
10 FALLACY HERE THAT'S GOING ON THAT THIS BOARD HAS CHANGED. WHAT  
11 HAPPENED IS, IS THE BOARD WAS DOWNSIZED AS A MICROCOSM OF THE  
12 ORIGINAL BOARD BUT WHO THEY GOT RID OF WERE PEOPLE THAT WERE  
13 IN THE COMMUNITY AND SOME OTHER KINDS OF THINGS AND THEY  
14 CREATED THIS LITTLE CORE GROUP AND THIS CORE GROUP THAT EXISTS  
15 HAS NOW DONE WHAT? THEY'VE GONE OUT AND, SURE, THEY'VE GOT  
16 SOME MORE PEOPLE WHO ARE SUPPOSEDLY BLUE RIBBON PEOPLE AND  
17 THEY DO A LOT OF TALK BUT TALK DOES NOT PRODUCE. MY  
18 GRANDFATHER TOLD ME ONCE, HE SAID, "YOU KNOW, I SEE A WHOLE  
19 LOT BETTER THAN I HEAR AND WHAT WE SEE HERE IS THAT THERE IS  
20 NO PRODUCTION." IN TERMS OF NAVIGANT, WE THINK THAT NAVIGANT  
21 IS DOING A REASONABLE JOB. WE THINK THAT THEY ARE DOING AS  
22 WELL AS THEY CAN UNDER THE CIRCUMSTANCES. WE ALSO THINK,  
23 THOUGH, THAT THERE IS NOT ENOUGH ASSISTANCE IN TERMS OF THE  
24 DEPARTMENT OF HEALTH SERVICES AND THAT THE DEPARTMENT OF  
25 HEALTH SERVICES, TO SOME EXTENT, MAY BE AN IMPEDIMENT IN



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 REGARD TO THE REGENERATION OF THIS PARTICULAR HOSPITAL. I  
2 COULD GO ON AND ON. IN REGARD TO THE ADVISORY BOARD, IT WAS  
3 SOME WEEKS AGO, WE SPOKE AND WE ADDRESSED THIS QUESTION. WHAT  
4 DID WE SAY THEN? WE SAID THIS ADVISORY COUNCIL HAS NO  
5 AUTHORITY, IT CAN'T OPERATE, IT MEETS ON A MONTHLY BASIS, IT  
6 REPORTS ON A QUARTERLY BASIS AND, AS SUCH, WOULD BE  
7 INEFFECTIVE. HOWEVER GREAT THESE PEOPLE ARE, HOWEVER GOOD THEY  
8 ARE. IF YOU CANNOT DIRECTLY IMPLEMENT CHANGE THROUGH  
9 DIRECTIVES AND HAVE AUTHORITY, YOU CAN'T DO ANYTHING. SO, YOU  
10 KNOW, THE PURPOSE OF THEM BEING THERE, TO US, APPEARED TO BE  
11 LIKE THEY MIGHT HAVE EVEN JUST BEEN A SCAPEGOAT OR JUST  
12 SOMETHING TO MAKE IT LOOK GOOD. YOU KNOW, THE REALITY IS, IS  
13 THAT THIS BOARD REALLY WANTS TO DO SOMETHING, AND WE  
14 UNDERSTAND THAT IN THIS COMMUNITY AND WE WANT TO HELP YOU. WE  
15 WANT TO HELP YOU TO THE EXTENT THAT WE KNOW THAT WE ARE ABLE  
16 TO FIND GOOD PERSONNEL AND ASSIST WHOEVER IT IS THAT'S GETTING  
17 PERSONNEL, IF THEY WANT THAT ASSISTANCE, AND WE'D BE HAPPY TO  
18 DO SO. THANK YOU.

19

20 **SUP. MOLINA, CHAIR:** THANK YOU, MR. KING. [ SCATTERED APPLAUSE  
21 ]

22

23 **SUP. MOLINA, CHAIR:** MR. WATKINS?

24



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1   **TIMOTHY WATKINS:** GOOD MORNING. MY NAME IS TIMOTHY WATKINS AND  
2   I AM THE EXECUTIVE DIRECTOR OF W.L.C.A.C., A COMMUNITY-BASED  
3   ORGANIZATION THAT MANAGES MORE THAN 50 PROGRAMS WITH AN ANNUAL  
4   BUDGET OF OVER \$20 MILLION. W.L.C.A.C. WAS FOUNDED BY MY  
5   FATHER, TED WATKINS, IN 1965 FOLLOWING THE WATTS INSURRECTION  
6   AND MY FATHER WORKED WITH THE MCCONE COMMISSION IN THE  
7   DEVELOPMENT OF THE MCCONE COMMISSION REPORT AND IS ONE OF THE  
8   COMMUNITY LEADERS THAT HELPED TO ESTABLISH THE KING DREW  
9   MEDICAL CENTER. BUT TODAY, I'M HERE TO SPEAK ON BEHALF OF THE  
10  MANY THOUSANDS OF MEMBERS OF THE COMMUNITY COALITION TO SAVE  
11  MARTIN LUTHER KING HOSPITAL. OUR COALITION HAS BEEN WORKING TO  
12  SUPPORT QUALITY, AFFORDABLE, AND COMPREHENSIVE MEDICAL  
13  SERVICES FOR THE SPA 6 COMMUNITY. WE ARE INDEED FOCUSED ON  
14  MARTIN LUTHER KING HOSPITAL AND REGULARLY HOLD MEETINGS TWICE  
15  PER MONTH. IN THOSE MEETINGS, WE PROVIDE THE COMMUNITY WITH  
16  UPDATED, ONGOING INFORMATION ABOUT THE KING DREW MEDICAL  
17  CENTER AND ALL ACTIONS DISCUSSED AND ACTIONS TAKEN ABOUT KING  
18  DREW MEDICAL CENTER. IN ADDITION, WE ARE NOW WORKING WITH  
19  LOCAL 660, NAVIGANT, AS WELL AS THE COMMUNITY TO PROMOTE  
20  COMPETENT CARE AT KING DREW. WE STRONGLY SUPPORT THE  
21  ELIMINATION OF MISTAKES, ERRORS, POOR QUALITY CARE AND DEATH  
22  RESULTING FROM INCOMPETENCE AND/OR LACK OF OVERSIGHT OF  
23  PERSONNEL, INCLUDING INTERNS AND RESIDENTS. WE'VE INVITED  
24  SUPERVISOR BURKE, NAVIGANT AND LOCAL 660 TO MEETINGS AND  
25  AGREED TO ASSIST NAVIGANT WITH RELEVANT IN-SERVICE TRAINING



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 PROMOTING EXCELLENCE AND RESPONSIBILITY AMONG HOSPITAL STAFF.  
2 WE ARE WORKING WITH THE MAXINE WATERS EMPLOYMENT PREPARATION  
3 CENTER AND SOUTHWEST COLLEGE TO RECRUIT AND TRAIN BOTH L.V.N.S  
4 AND R.N.S TO REDUCE THE CRITICAL SHORTAGE OF NURSES AT M.L.K.  
5 HOSPITAL. WE AGREE THAT THERE ARE MANY PROBLEMS THAT MUST BE  
6 ADDRESSED. WE ARE NOT INTIMIDATED BY THE LOS ANGELES TIMES  
7 NEWSPAPER. WE BELIEVE THEIR SCRUTINY, SURVEILLANCE AND INSIDE  
8 HOSPITAL INFORMANT OPERATIONS HAVE ALL BEEN PULITZER PRIZE  
9 DRIVEN AND WE BELIEVE THEIR EXTREME POSITION AND SUPPORT OF  
10 CLOSING THE M.L.K. TRAUMA CENTER WAS PART OF THEIR PULITZER  
11 STRATEGY, A STRATEGY THAT WAS MEANT TO REAP THE PRIZE THAT  
12 ELUDED THE L.A. TIMES A FEW YEARS AGO WHEN A TIMES REPORTER,  
13 CLAIRE SPIEGEL, WROTE A VERY SIMILAR THREE-PART SERIES THAT  
14 WAS SUBMITTED TO THE PULITZER COMMITTEE BUT DID NOT WIN AN  
15 AWARD. WE BELIEVE THAT NEITHER THE BOARD OF SUPERVISORS OR THE  
16 COMMUNITY HAVE BEEN SERVED WELL BY THE L.A. TIMES OR YOUR OWN  
17 DEPARTMENT OF COUNTY HEALTH SERVICES. ON THE OTHER HAND, THE  
18 L.A. TIMES SEEMS TO BE IN TOTAL CONTROL OF THE DECISIONS THAT  
19 ARE BEING MADE BY THE BOARD. THE L.A. TIMES HAS AN UNDERCOVER  
20 OPERATION THAT SEARCHES THE INNER WORKINGS OF THE HOSPITAL AND  
21 RELEASES ONLY THE FAILURES IN THE FORM OF FRONT PAGE NEWS  
22 REPORTS WITHOUT PROPER INVESTIGATION. L.A. COUNTY HEALTH  
23 SERVICES, LED BY DR. GARTHWAITE, REACTS WITH FIRING NOT ALWAYS  
24 OF A GUILTY PARTY AND MAKES YET ANOTHER RECOMMENDATION  
25 DENOUNCING THE VERY OPERATION THAT HE IS RESPONSIBLE FOR



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 SUPERVISING, THEN THE ACCREDITATION AGENCIES AND THE FEDERAL  
2 GOVERNMENT, WHO ARE NOTIFIED BY WAY OF THESE SCANDAL DESIGNED  
3 ARTICLES BY THE L.A. TIMES, ARE LEFT TO TRY AND MAKE SENSE OF  
4 WHAT IS GOING ON. WHEN THE L.A. TIMES APPROACH IS REJECTED BY  
5 THE COMMUNITY, THE L.A. TIMES USES ITS POWERFUL NEWSPAPER TO  
6 UNDERMINE AND MUZZLE ITS CRITICS. OUR COMMUNITIES WILL NOT BE  
7 DETERRED...

8

9 **SUP. MOLINA, CHAIR:** PLEASE SUMMARIZE, MR. WATKINS.

10

11 **TIMOTHY WATKINS:** MAY I-- OKAY. WE BELIEVE THAT THE DREW  
12 UNIVERSITY MUST BE TRULY REORGANIZED AND THE BOARD OF  
13 SUPERVISORS SHOULD DEMAND CATEGORIES OF REPRESENTATION OF THE  
14 BOARD TO INCLUDE ACADEMIC, HOSPITAL MANAGEMENT, TRAINING,  
15 COMMUNITY REPRESENTATION, ORGANIZED LABOR RESEARCH AND  
16 PREVENTIVE MEDICAL CARE AND FOUNDATION SUPPORT.

17

18 **SUP. MOLINA, CHAIR:** THANK YOU, MR. WATKINS.

19

20 **TIMOTHY WATKINS:** I THANK YOU FOR ALLOWING ME TO OFFER THIS  
21 INSIGHT.

22

23 **SUP. MOLINA, CHAIR:** THANK YOU SO MUCH. NEXT, WE HAVE DAVID  
24 MARTIN AND ADRIAN DOVE, IF THEY WOULD JOIN US. DR. CLAVREUL?

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1    **DR. GENEVIEVE CLAVREUL:** YES. GOOD AFTERNOON. DR. GENEVIEVE  
2    CLAVREUL. I AM VERY CONCERNED BECAUSE I AM SEEING THE SAME  
3    THING OVER AND OVER AGAIN. MANY OF YOU, FOR THE FIRST TIME  
4    HERE, ARE JOINING SUPERVISOR ANTONOVICH ASKING HARD QUESTIONS.  
5    BUT IT IS BEYOND THE TIME OF ASKING HARD QUESTIONS. TIME IS  
6    FOR ACTION. THE REASON YOU ARE HAVING PEOPLE AT KING DREW  
7    MEDICAL CENTER ARE NOT RESPONDING TO CONSTRUCTIVE CRITICISM  
8    AND SO ON IS BECAUSE YOU HAVE DR. GARTHWAITE SITTING HERE AND  
9    MR. LEAF, WHO HAS CONSISTENTLY, AND I'M NOT TREATING THE WORD  
10   LIGHTLY, LIED TO YOU, MISREPRESENTED THE FACTS AND THEY ARE  
11   STILL IN CONTROL. HOW YOU WANT THE PHYSICIANS AND THE NURSES  
12   FOLLOW ADVICE AND CARE WHEN YOU SHOW YOURSELF ARE NOT CARING?  
13   YOU ALLOW A MAN WHO HAS REPEATEDLY MISREPRESENTED THE FACTS TO  
14   STAY IN POWER. THAT'S A TRUE MODELING EXAMPLE. IN ORDER TO BE  
15   EFFECTIVE, YOU HAVE TO SHOW THAT YOU ARE LEADERS. IN THAT  
16   SITUATION, I SAW LITTLE LEADERSHIP. AND, AGAIN, EVERY WEEK  
17   HE'S COMING HERE, EVERY WEEK, THEY'RE GIVING YOU WRONG  
18   INFORMATION AND EVERY WEEK, YOU ACCEPT IT. THE PEOPLE WHO  
19   SUFFER ARE THE PEOPLE OF THIS COMMUNITY. THE PEOPLE WHO NEED  
20   CARE. WE DON'T NEED NO MORE PEOPLE TO DIE FOR YOU TO TAKE  
21   ACTION. THE TIME IS NOW. FOR HIM TO MAKE ROUNDS EVERY DAY IS  
22   NOT GOING TO IMPROVE. FOR HIM TO MAKE ROUNDS EVERY DAY HE  
23   PROBABLY GOING TO ESCALATE THE PROBLEM BECAUSE, WHEN HE WAS  
24   THERE LAST YEAR, YOU KNOW, IF KING DREW HAD SOME PROBLEMS,  
25   THEY ESCALATED UNDER THIS WATCH AND THE MORE HE'S GOING TO BE





**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1    THERE, THE MORE PROBLEMS YOU ARE GOING TO HAVE. I CAN  
2    GUARANTEE YOU THAT. AND HE'S ALL-- YOU KNOW, WE HAVE NAVIGANT,  
3    WE HAVE MORE PROBLEMS SINCE NAVIGANT IS THERE AND I HAVE HAD A  
4    LOT OF PEOPLE CALLING ME TO TELL ME HOW BAD IT IS RIGHT NOW  
5    AND I HAVE NOT GONE TO THE TIMES AND GIVE THEM INFORMATION BUT  
6    I CAN TELL YOU THE SITUATION IS HORRIFIC. IT'S WORSE NOW THAN  
7    IT WAS BEFORE. NAVIGANT HAS NOT DEVELOPED MODELS TO REALLY  
8    HELP ORGANIZE AND SURVEY THE PATIENT CARE. WE ARE IN MORE  
9    TROUBLE NOW THAN WE WERE BEFORE! PLEASE LISTEN TO WHAT THE  
10   PEOPLE ARE TELLING YOU! AND I'M GLAD TO SEE WHAT MR. JIM LOTT,  
11   YOU KNOW, OFFER. FROM THE BEGINNING, I TOLD YOU, YOU NEED  
12   OUTSIDE NURSING PEOPLE TO LOOK AT WHAT'S GOING ON. YOU HAVE  
13   INCOMPETENCE SO GREAT, IT'S IMPOSSIBLE. I MEAN, RIGHT NOW AT  
14   KING DREW, WHEN YOU CALL THE PERSON IN CHARGE OF PATIENT  
15   PHYSICIAN, SHE DOESN'T EVEN KNOW WHO IS ON CALL. I MEAN,  
16   YOU'RE HAVING SO MANY HUGE PROBLEMS, IT'S UNBELIEVABLE. AND I  
17   AM AN EXPERT IN HEALTH. I WORKED 36 YEARS IN HEALTHCARE. AND I  
18   HAVE SEEN WHAT'S GOING ON. THE ISSUE OF THE PATIENT DYING WITH  
19   A TUBE IN THE WRONG PLACE, IN 36 YEARS AS A NURSE WORKING IN  
20   INTENSIVE CARE UNIT, WHEN A TUBE IS MISPLACED, ALL A NURSE HAS  
21   TO DO IS PUT THE STETHOSCOPE, LISTEN, AND SHE KNOW WHETHER THE  
22   TUBE IS IN PLACE. ALSO, WE HAVE MANDATORY X-RAY AFTER TUBE  
23   INSERTION. I MEAN, IT IS A CATASTROPHE BUT IT IS CATASTROPHE  
24   BECAUSE PEOPLE KNOW THEY CANNOT RESPECT WHO IS AT THE HEAD.  
25   AND, YOU KNOW, I HAVE ONE MORE THING. FROM THE BEGINNING, WE



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 HAVE BEEN TOLD NURSES, R.N., WILL BE BROUGHT TO KING DREW FROM  
2 THE TEMPORARY AGENCY. ACCORDING TO ALL THE REPORTS I'VE SEEN  
3 HERE, AND I DON'T HAVE ALL OF THEM, IS NOT A R.N. WE ARE  
4 BRINGING. IT IS NURSES' AIDES. YOU KNOW, U.S.C. HAVE TO--  
5 WE'RE PAYING THE REGISTRY, FOR 235, YOU KNOW, CLINICAL  
6 ASSISTANTS. I MEAN, MOST PEOPLE IN LOS ANGELES WOULD BE GIVE  
7 THEIR RIGHT ARM TO BE ABLE TO WORK AS CLINICAL ASSISTANTS. WE  
8 DON'T NEED THE REGISTRY. SO SAME AT KING DREW. I MEAN, THE  
9 PROBLEM, YOU NEED QUALIFIED REGISTERED STAFF AND TRAINED  
10 STAFF. YOU DON'T NEED NURSING ASSISTANTS. AND RIGHT NOW, JUST  
11 BETWEEN KING DREW AND U.S.C., IS OVER 300 NURSES' AIDES.

12

13 **SUP. MOLINA, CHAIR:** THANK YOU, DR. CLAVREUL. I THINK THAT'S  
14 WORTHWHILE TO LOOK AT AND I WILL LOOK INTO THE NURSING AID AND  
15 THE RECRUITMENT THERE. THANK YOU.

16

17 **DR. GENEVIEVE CLAVREUL:** YOU SHOULD LOOK AT THE D.H.S. WEB  
18 PAGE. AS OF THE 10TH OF APRIL, LARRY KING IS STILL THE  
19 DIRECTOR OF NURSES, HE'S NOT THERE ANY MORE. ROGER, YOU  
20 KNOW...

21

22 **SUP. MOLINA, CHAIR:** THANK YOU, DR. CLAVREUL. I UNDERSTAND. MR.  
23 SMITH.

24



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 **DR. ERNIE SMITH:** THERE ARE TWO ERNIE SMITHS. THERE'S ERNEST  
2 AND THERE'S ERNIE.

3

4 **SUP. MOLINA, CHAIR:** I'M SORRY, DR SMITH.

5

6 **DR. ERNIE SMITH:** THE THING IS, THEY'RE BOTH DOCTORS AND BOTH  
7 ARE ERNIES. I WANTED TO MAKE SURE THAT YOU CALLED THE RIGHT  
8 ONE.

9

10 **SUP. MOLINA, CHAIR:** I HAVE DR. ERNIE SMITH OF 7918 SOUTH  
11 CENTRAL.

12

13 **DR. ERNIE SMITH:** THAT'S ME. THAT'S WHO I AM. YOU GOT THE RIGHT  
14 ONE.

15

16 **SUP. MOLINA, CHAIR:** I DON'T KNOW IF I HAVE ANOTHER ONE.

17

18 **DR. ERNIE SMITH:** ONE'S A M.D. AND ONE'S PH.D. I'M THE PH.D. I  
19 WANTED TO MAKE SURE HE GOT HIS TURN. I WANTED TO SPEAK IN  
20 FAVOR OF MR. ANTONOVICH'S MOTION. I THINK THAT THIS IS RIGHT  
21 ON SCHEDULE. THE SATCHER COMMITTEE THAT YOUR BOARD CREATED  
22 RECOMMENDED A COMPLETE RENOVATION OF THAT DREW BOARD. WHAT  
23 THEY DID IS JUST WHAT CELES KING DESCRIBED. THEY DOWNSIZED THE  
24 SAME MOB. BLACK BART AND HIS MOB ARE STILL RUNNING THE SHOW.  
25 I'M TALKING ABOUT BART WILLIAMS, HARVEY STROLL, HENRY LUCAS,



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 HENRY FOSTER, CATHY FRIEDMAN, CAROL JORDON-HARRIS AND PATRICK  
2 DOWLING. THOSE ARE THE DOWNSIZED GROUP AND THEY ARE STILL  
3 RUNNING. THESE ARE THE PEOPLE THAT LOST THE INSTITUTIONAL  
4 ACCREDITATION, THESE ARE THE PEOPLE THAT LOST THE RADIOLOGY  
5 ACCREDITATION, THESE ARE THE PEOPLE THAT BROUGHT CHARLES  
6 FRANCIS THERE. THESE ARE THE SAME CLIQUE, THAT SAME BLACK BOB-  
7 - BART MOB, GANGSTER BLACK BART AND HIS MOB ARE STILL RUNNING  
8 THE SHOW AND GET THEM OUT! NOW, WHAT YOU NEED TO DO IS MAKE  
9 SURE THAT, AS YOU REFUSE TO GIVE THEM ACCOMMODATION, AT LEAST  
10 ANOTHER SWING AT THE BAT, OKAY, THAT YOU USE YOUR LEVERAGE,  
11 YOU CONTROL THE BUDGET OF THAT UNIVERSITY. YOU CONTROL IT AND  
12 YOU CAN SAY WHO YOU'RE GOING TO GIVE YOUR MONEY TO. GIVE YOUR  
13 MONEY TO THE COMMUNITY. WE ARE RECLAIMING THAT UNIVERSITY. WE  
14 ARE KICKING ALL OF THAT BOARD OFF AND WE'RE GOING TO RECLAIM  
15 THE INSTITUTION FOR THE BLACK COMMUNITY THAT IT WAS BUILT FOR.  
16 THIS UNIVERSITY, I HAVE THE 2005, 2006, 2007 AND 2008 CLASS.  
17 YOU CAN'T FIND BUT THREE AFRICAN-AMERICANS IN ALL OF THE  
18 CLASSES, IN ALL OF THE CLASSES FOR THE NEXT FOUR YEARS. THESE  
19 CLASSES ARE MADE UP OF WAHINDIES AND EVERYBODY ELSE BUT BLACK  
20 AMERICANS. IT IS NOT A HISTORICALLY BLACK COLLEGE. IT IS A  
21 WHITE FIG LEAF, A WHITE SHELL GAME THAT IS BEING PLAYED ON THE  
22 BLACK COMMUNITY. END IT NOW! END IT NOW! OKAY? DON'T GIVE THEM  
23 A DIME UNTIL THEY RENOVATE THAT BOARD AND COME UP AND START  
24 DEALING LEGITIMATELY.

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1   **SUP. MOLINA, CHAIR:** THANK YOU, DR. SMITH. IT IS TRUE THAT I  
2   HAVE ANOTHER DR. ERNEST SMITH AT 1201 SOUTH GRAMERCY. I  
3   APOLOGIZE FOR NOT CALLING YOU UP. IF I COULD ASK HIM TO JOIN  
4   US. DR. SMITH. NEXT WE HAVE DAVID MARTIN, ADRIAN DOVE, DR.  
5   SMITH AND GABRIELA VALDEZ.

6

7   **DAVID MARTIN:** I'M SORRY, IN WHAT ORDER WOULD YOU LIKE TO TAKE  
8   US?

9

10   **SUP. MOLINA, CHAIR:** MR. MARTIN.

11

12   **DR. DAVID MARTIN:** OH, THANK YOU SO MUCH, AND THANK YOU TO THIS  
13   HONORABLE BOARD. I WANT TO NOTE FOR THE RECORD THAT COUNTY  
14   COUNSEL IS PRESENT, AND I CONFIRM THAT. I AM AN ATTORNEY. I AM  
15   REPRESENTING FRIENDS OF KING DREW.

16

17   **SUP. MOLINA, CHAIR:** YOU'RE REPRESENTING WHO? I'M SORRY?

18

19   **DAVID MARTIN:** I'M SORRY, FRIENDS OF KING DREW AND CORE  
20   CALIFORNIA IN LITIGATION AGAINST THE COUNTY AND OTHERS, WHICH  
21   IS WHY IT'S IMPORTANT THAT COUNTY COUNSEL BE PRESENT. I JUST  
22   WANT TO NOTE A COUPLE OF THINGS FOR THE RECORD. THIS IS THE  
23   FIRST AND ONLY TIME I'VE EVER ADDRESSED THIS BOARD. I FOUND IT  
24   NOTEWORTHY THIS MORNING THAT DR. GARTHWAITE AND OTHERS HAVE  
25   APPARENTLY CONCEDED THAT, APPARENTLY, THERE ARE STAFFING



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 SHORTAGES AT THE HOSPITAL. THIS IS WHAT WE HAVE BEEN  
2 MAINTAINING ALL ALONG AND FIGHTING AGAINST A BRICK WALL ALL  
3 ALONG, THAT THE ORIGIN, THE GENESIS OF THESE PROBLEMS ARE...

4

5 **SUP. KNABE:** THAT'S NOT WHAT HE SAID.

6

7 **DAVID MARTIN:** WELL, OKAY. WELL, I'LL LET THE RECORD SPEAK FOR  
8 ITSELF. YOU KNOW, I'LL PULL A COPY...

9

10 **SUP. YAROSLAVSKY:** WHY DON'T WE LET DR. GARTHWAITE SPEAK FOR  
11 HIMSELF?

12

13 **DAVID MARTIN:** OKAY. WELL, WE'LL PULL A COPY OF THE RECORD AND,  
14 YOU KNOW, IT WILL SAY WHAT IT SAYS AND WE'LL PURSUE THAT IN  
15 THE LITIGATION. SECONDLY, THE-- WELL, THE ISSUE ALSO WAS  
16 RAISED ABOUT THE PATIENT CONFIDENTIALITY ISSUES THIS MORNING.  
17 FOR THE RECORD, I HAVE FILED A COMPLAINT WITH THE OFFICE OF  
18 CIVIL RIGHTS OF THE DEPARTMENT OF HEALTH AND HUMAN SERVICES  
19 AND THE FEDERAL GOVERNMENT TO REDRESS THOSE H.I.P.A.A.  
20 VIOLATIONS. THAT COMPLAINT HAS BEEN OPENED. THAT INVESTIGATION  
21 HAS BEEN OPENED AND WE'LL LET THAT, YOU KNOW, PROCEED AS IT  
22 WILL. THERE IS A CRISIS AT KING DREW RIGHT NOW. THE EMERGENCY  
23 ROOM IS DANGEROUSLY OVERCROWDED. IT IS DANGEROUSLY  
24 OVERCROWDED. THE DOCTORS, THE PHYSICIANS THERE HAVE, ON AN  
25 ALMOST DAILY BASIS, RECOMMENDED THAT THAT E.R. BE CLOSED TO



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 INCOMING PATIENTS BECAUSE THEY DON'T HAVE BEDS. THIS IS  
2 DIRECTLY CONTRADICTORY. MR. LEAF MAY FIND THIS AMUSING, BUT  
3 THIS IS DIRECTLY CONTRADICTORY TO WHAT LEAF, GARTHWAITE AND  
4 OTHERS REPRESENTED WAS GOING TO BE THE CASE WHEN THE COUNTY  
5 CLOSED TRAUMA AND IT IS EXACTLY AS THE PHYSICIANS PREDICTED.  
6 E.R. IS OVERCROWDED. AND PATIENT CARE IS SUFFERING AS A  
7 RESULT. LASTLY, I WOULD LIKE TO ASK THE BOARD, AS MY TIME  
8 TICKS DOWN, PRICEWATERHOUSECOOPERS FINALLY RELEASED THEIR TWO  
9 REPORTS, THEIR AUDITS THAT WERE COMMISSIONED BY THE STATE BUT  
10 THOSE AUDITS WERE QUALIFIED BECAUSE THE BOARD REFUSED TO  
11 CONFIRM THAT THE DATA WAS ACCURATE AND FULL. AND I PUT IT OUT  
12 AS A RHETORICAL QUESTION TO THE BOARD WHY THOSE AUDITS WERE  
13 COMPROMISED BECAUSE THE BOARD REFUSED TO CONFIRM THE ACCURACY  
14 AND COMPLETENESS OF THE DATA, AND IT'S ACTUALLY D.H.S. THANK  
15 YOU FOR YOUR TIME AND CONSIDERATION.

16

17 **SUP. MOLINA, CHAIR:** SIR? MR. DOVE?

18

19 **ADRIAN DOVE:** MY NAME IS ADRIAN DOVE. I'M CHAIRMAN OF THE  
20 CONGRESS OF RACIAL EQUALITY OF CALIFORNIA. WE ARE CO-  
21 PLAINTIFFS WITH THE DOCTORS IN A LAWSUIT AGAINST THE COUNTY  
22 COMPELLING THE-- WHICH HAS BEEN JUDGED LAST THURSDAY,  
23 REQUIRING THE RELEASE OF THE TAPES OF THE SECRET BROWN ACT  
24 VIOLATION MEETING IN WHICH THE CLOSING OF THE TRAUMA CENTER  
25 WAS ACCOMPLISHED. WE ARE HERE TODAY TO SPEAK TO THE





**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 YAROSLAVSKY MOTION AND WE ARE CONCERNED THAT SOMETHING IS  
2 BEING MISSED AND THAT, FOR THE PAST TWO, 2-1/2 YEARS SINCE THE  
3 ARRIVAL OF MR. GARTHWAITE, JOINED BY MR. LEAF, THERE HAS BEEN  
4 A STEADY PUSH TOWARDS AN ATTEMPT TO CLOSE THE HOSPITAL, BUT IT  
5 WAS ALWAYS BY-- DEATH BY A THOUSAND SMALL RAZOR CUTS AND NEVER  
6 ADMITTED UNTIL RECENTLY THAT WE'RE MOVING IN THAT DIRECTION.  
7 WE'VE SEEN THE LYNN BARR CONTRACT, AROUND 600,000, AUTHORIZED  
8 BY THE COUNTY TO DO SOMETHING. THE CAMDEN GROUP, TO TAKE CARE  
9 OF THE NURSING PROBLEM AND WE'VE SEEN NOW NAVIGANT DOING A  
10 PRETTY GOOD JOB AND THEY'RE BEGINNING TO BE BLAMED AND THE  
11 MONEY WAS BEING ASKED FOR BACK FROM THE CAMDEN GROUP OR FROM  
12 LYNN BAR AND SO OUR BASIC PROBLEM BEGAN ABOUT TWO YEARS AGO IN  
13 THIS CURRENT CRISIS WHEN GARY WELLS REPORTED A DEFICIT OF \$150  
14 MILLION AND IT WAS AT THAT TIME THAT THEY UNLEASHED THE  
15 CASCADING OF 170 NURSES OR THE FIRING, THE TERMINATION OF  
16 THESE NURSES. THOSE NURSES HAVE NEVER BEEN REPLACED. THERE'S A  
17 FREEZE ON COUNTY HIRING AND THERE'S 1,200 APPLICATIONS FOR  
18 REPLACING POSITIONS, FILLING POSITIONS THAT HAVEN'T BEEN  
19 FILLED AND WE HEAR TODAY THAT THEY NEED TO FILL THESE  
20 POSITIONS. THEY SURE DO NEED TO FILL THE POSITIONS AND THE  
21 BOTTLENECK IS DOWNTOWN. AND SO I SAY THAT WE'VE COME TO THE  
22 CONCLUSION THAT WE KEEP FINDING THAT, NO MATTER WHAT KIND OF  
23 SOLUTION HAS BEEN PUT OUT, THE PROBLEM PERSISTS. THAT PROBLEM  
24 IS NOT WITH THE DOCTORS. WE'VE SEEN SOME QUALITY DOCTORS AND  
25 NURSES. THE PROBLEM IS A SHORTAGE OF THE NURSES AND THE



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 PROBLEM GOES TO THE LEADERSHIP. IT'S NOT CAMDEN OR NAVIGANT,  
2 IT'S GARTHWAITE AND LEAF AND, AS LONG AS YOU HAVE ALL THESE  
3 BODIES THAT YOU'RE PAYING REPORTING TO THAT SAME PROBLEM  
4 LEADERSHIP, YOU'VE GOT THE SAME PROBLEM. AND I SHARE THE  
5 FRUSTRATION THAT SUPERVISOR MOLINA SAID, NO MATTER WHAT WE DO,  
6 EVERYTHING WE TRY, NOTHING WORKS. IT'S BECAUSE YOU GOT THE  
7 SAME HEAD LEADING IT AND, UNTIL THAT'S CHANGED, YOU'RE NOT  
8 GOING TO HAVE ANYTHING IMPROVE.

9

10 **SUP. MOLINA, CHAIR:** THANK YOU, MR. DOVE. NEXT WE HAVE GABRIEL  
11 ALVAREZ AND CHRISTINE HUDA KESIAN. EXCUSE ME. I APOLOGIZE. DR.  
12 SMITH.

13

14 **DR. ERNEST SMITH:** YES. MY NAME IS DR. ERNEST SMITH. I WORKED  
15 AT KING DREW FROM 1972 UNTIL 19-- I'M SORRY, TO 2004. WHAT I  
16 WOULD LIKE TO SIMPLY DO IS TO BRING US UP TO DATE IN HISTORY.  
17 WE MUST REMEMBER THAT MARTIN LUTHER KING HOSPITAL IS AN  
18 UNWANTED BABY BIRTHED FROM AN UNSUCCESSFUL ABORTION. IN OTHER  
19 WORDS, IT DID NOT COME TO THIS COUNTY WITH OPEN ARMS. IT WAS  
20 NEVER WANTED. AND THEN THE FIGHT BEGAN FROM THAT POINT ON AND  
21 EVEN TO THE POINT THAT I HAVE TWO CARTOONS, WHICH I WOULD  
22 SUBMIT TO YOU FROM THE L.A. TIMES GOING BACK TO 1981, NINE  
23 YEARS AFTER WE OPENED, WHICH SHOWS THE BOARD OF SUPERVISORS  
24 BUILDING WITH A MACHINE GUN NEST AT THE TOP AIMED AT KING  
25 HOSPITAL. THAT WAS ALL AROUND BUDGET AND WHATEVER. AND THERE'S



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 ANOTHER ONE IN 1989 WHERE THREE CONSERVATIVE BOARD MEMBERS IN  
2 DOCTOR'S ROBES AND BUZZ SAWS THAT ARE DOING A BUTCHER JOB ON  
3 KING HOSPITAL. I'M NOT GOING INTO THE DETAILS THERE BUT WE DO  
4 HAVE A HISTORY THAT KING HAS ALWAYS BEEN UNDER A NEGATIVE  
5 ATTACK. NOW, THE CRITICAL YEAR THAT I SAW WAS 1989, LED OFF BY  
6 THE L.A. TIMES WITH CLAIRE SPIEGEL, AND IT CAUSED THE REMOVAL  
7 OF MR. DELGADO AND EVEN THE PRESIDENT, WALTER LEVELLE, HAD A  
8 SERIOUS AUTOMOBILE ACCIDENT, WHICH HE NEVER RETURNED BACK TO  
9 WORK. IN 1989, ALSO, THERE WAS A SUGGESTION THAT THE NAME BE  
10 CHANGED FROM KING HOSPITAL TO SOMETHING ELSE. IN 1990, THERE  
11 WAS THE POINT OF CLOSING DOWN THE PEDIATRIC DEPARTMENT AND I  
12 LED 25 PICKETS HERE AND WE PARKED OUTSIDE BECAUSE WE COULDN'T  
13 COME IN, PROTESTING EVEN THE IDEA THAT YOU WOULD CLOSE DOWN  
14 THE PEDIATRIC UNIT IN A COMMUNITY THAT WAS SO YOUNG WITH SO  
15 MAY PROBLEMS, ESPECIALLY WHEN WE WERE BURYING BABIES AND BOYS  
16 ALMOST ON A DAILY BASIS. IN 1995, YOU HAD A REENGINEERING  
17 WHERE YOU BEGIN TO THEN PULL PEOPLE OUT OF THE HOSPITAL EN  
18 MASSE, MANY OF THEM WERE NURSES. THAT MEANS, THEN, THAT YOU  
19 REALLY STARTED PUSHING THE NURSING DEPARTMENT DOWN THE STAIRS  
20 AND THEY NEVER WERE ABLE TO GET THEIR BALANCE FROM THAT DATE  
21 FORWARD. WHEN YOU COME DOWN TO 2002, I CAME HERE AND HEARD MR.  
22 YAROSLAVSKY TALK ABOUT THE FACT THAT THERE WERE ONLY TWO  
23 MEDICAL SCHOOLS IN THIS COUNTY, ONE OF WHICH WAS NOT DREW AND  
24 YET THERE HAD NOT BEEN ANY OPENING OF ANY ATTACK ON EITHER  
25 KING OR DREW BUT THIS ALMOST WAS LIKE A PROPHECY AND THE



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 QUESTION WOULD BE, HOW COULD YOU HAVE THAT FULFILLMENT OF A  
2 PROPHECY UNLESS YOU WORKED AT IT? NOW, THE IMPORTANT PART IN  
3 2003 CAME THE CASCADE. 400 OR MORE PEOPLE WERE PULLED OUT OF  
4 THAT HOSPITAL ON THE SAME DAY. AND BACK WHEN DR. GARTHWAITE  
5 CAME TO TALK TO THE STAFF ABOUT IT, I HAD MADE MENTION AND  
6 MANY OTHERS HAD MADE MENTION THAT THIS KIND OF THING WAS GOING  
7 TO HAPPEN, BECAUSE YOU DIDN'T HAVE ENOUGH STAFF TO KEEP THAT  
8 HOSPITAL GOING, EITHER FROM JANITORS ON THROUGH TO NURSES TO  
9 DOCTORS. AND, IN FACT, I MADE A STATEMENT WHICH PEOPLE CAME  
10 AFTER ME ABOUT AND THAT I SAID ALREADY, THE 15TH OF JUNE, THE  
11 HOSPITAL WAS SMELLING PISSY BECAUSE THERE WERE NOT ENOUGH  
12 PEOPLE TO KEEP IT CLEAN AND THAT USED TO BE A PRIDE OF OURS IN  
13 TERMS OF HOW CLEAN THAT HOSPITAL WAS THE 30TH OF JUNE, YOU  
14 REMOVED 470-SOME PEOPLE OUT OF THAT HOSPITAL, OVER 100 NURSES  
15 AND, THE VERY FIRST DAY OF JULY, YOU HAD THE FIRST REPORT OF A  
16 MONITORED DEATH AND IT HAS NEVER STOPPED FROM THAT POINT ON.  
17 AND I'M GOING TO CLOSE BY SIMPLY SAYING, IF YOU PUSH A PERSON  
18 DOWN THE STAIRS, YOU CANNOT CATCH UP TO THEM TO STOP THE FALL  
19 AND IF YOU GO DOWN TO THE BOTTOM OF THE STAIRS TO WAIT FOR  
20 THEM TO COME TO YOU, YOU CAN ONLY ASSESS THE DAMAGE THAT WAS  
21 DONE WHILE THEY FELL. AND WHAT YOU HOPE IS THAT THEY DIDN'T  
22 KILL THEMSELVES IN THE FALL AND THAT THEY COULD BE REPAIRED  
23 AFTER YOU HAVE A CHANCE TO GET TO THEM. I'M SAYING THAT THERE  
24 WAS A MOTIVE IN BRINGING US TO TODAY. THERE IS NO INTENTION OF  
25 MAKING ANY CHANGE AND, UNLESS YOU REVIEW AND RETHINK WHAT IS



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 THE WHOLE IDEA BEHIND KING HOSPITAL, THEN WE'RE JUST KIND OF  
2 BEATING IN THE WIND.

3

4 **SUP. MOLINA, CHAIR:** THANK YOU, DR. SMITH. MR. ALVAREZ.

5

6 **GABRIEL ALVAREZ:** GOOD MORNING. GOOD AFTERNOON, EVERYBODY. MY  
7 NAME IS GABRIEL ALVAREZ, I'M A HISPANIC PARENT COALITION  
8 PRESIDENT. RIGHT NOW, I REPRESENT THE HISPANICS IN THE  
9 COMMUNITY. ONE OF THE THINGS THAT I CARE ABOUT IS THE MINORITY  
10 TODAY, EVEN THOUGH THE COMMUNITY IS PRETTY DOWN BECAUSE THERE  
11 ARE VERY FEW PEOPLE REALLY CARE ABOUT IT. THE HOSPITAL HAS TO  
12 BE BACK BECAUSE WE NEED IT. THE MAJORITY IN THE AREA ARE  
13 HISPANIC TODAY, AS YOU WELL KNOW, AND THAT HOSPITAL, WE NEED  
14 IT NOW, AN EMERGENCY. THIS IS NOT TOMORROW. ONE OF THE THINGS  
15 THAT I WANT TO ASK IS, LAST TUESDAY, APRIL THE 7TH, IN A COURT  
16 ORDER, THAT THE COUNTY PRODUCE EVIDENCE OF THE SECRET BOARD  
17 MEETINGS FOR THE CLOSED DOOR SESSIONS OF THE BOARD FROM  
18 SEPTEMBER 2004. DO YOU INTEND TO COMPLY? "YES" OR "NO"? THIS  
19 IS MY QUESTION. I HAVE A QUESTION.

20

21 **SUP. MOLINA, CHAIR:** CONTINUE YOUR TESTIMONY, MR. ALVAREZ.

22

23 **GABRIEL ALVAREZ:** PARDON ME?

24

25 **SUP. MOLINA, CHAIR:** CONTINUE YOUR TESTIMONY, SIR.



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1

**GABRIEL ALVAREZ:** OKAY. ONE OF THE THINGS THAT I BEEN LISTEN  
AND I HAVE BEEN HEARING ABOUT IT FOR A LONG TIME IS MY  
RECOMMENDATION IS WE NEED ANOTHER NEWSPAPER THAT CAN GIVE US  
INFORMATION ABOUT WHAT'S GOING ON IN THE OTHER HOSPITALS AND  
ABOUT THE COMMUNITIES THAT WE DON'T KNOW. THE ONLY THING THEY  
HEARING ABOUT-- I HEAR ABOUT IS KING DREW, KING DREW, KING  
DREW. EVERY WEEK. WE WANT TO KILL A DOG? YES. THAT'S THE WAY  
TO DO IT. ONE THING I DID AND I WANT TO RECOMMEND AGAIN TO  
MRS. MOLINA AND MS. BURKE, HOW I DID IT, I DON'T KNOW. I WENT  
TO THE STATE WITH A GROUP OF PARENTS AND I GOT \$15 MILLION  
FROM THE STATE TO BUY THE AMBASSADOR HOTEL TO IMPROVE  
EDUCATION IN THE DISTRICT. HOW I DID IT, DON'T ASK ME AGAIN,  
BECAUSE I WILL NOT DO IT AGAIN. AND THIS IS A RECOMMENDATION  
THAT I WANT TO MAKE FOR YOU, MRS. MOLINA AND MRS. BURKE, TO  
WORK HARD BECAUSE WE NEED THE HOSPITAL AND WE NEED THE SCHOOL  
BACK AND ESPECIALLY IN THE CONDITION THAT WE HAVE RIGHT NOW.  
THAT HOSPITAL HAS TO COME BACK AGAIN TO NORMAL. AT THE SAME  
TIME, IMPROVE THE LOCATION AND THE COMMUNITY, AND THE SCHOOL  
IS VERY IMPORTANT FOR US TO CREATE MORE DOCTORS, MORE NURSES,  
MORE EMPLOYERS IN THE AREA THAT'S SO IMPORTANT THAT WE NEED IT  
RIGHT NOW.

23

**SUP. MOLINA, CHAIR:** THANK YOU.

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 **GABRIEL ALVAREZ:** THANK YOU. APPRECIATE YOUR ATTENTION. THANK  
2 YOU AGAIN.

3

4 **SUP. MOLINA, CHAIR:** THANK YOU, MR. ALVAREZ. MISS-- HELP ME  
5 PRONOUNCE IT. KUDANKIAN.

6

7 **MS. KUNDACHIEN:** I'M HERE, IT'S SHOCKING, BUT I NEVER THOUGHT  
8 I'D EVER AGREE WITH MR. ZEV YAROSLAVSKY, BUT I AGREE WITH THE  
9 RECOMMENDATION...

10

11 **SUP. YAROSLAVSKY:** WHY?

12

13 **MS. KUNDACHIEN:** ...IN HAVING THE BOARD-- MIRACLES DO HAPPEN.

14

15 **SUP. YAROSLAVSKY:** WHY? OH, NEVER MIND.

16

17 **MS. KUNDACHIEN:** THAT'S TOO COMPLICATED. I'M A NURSE AT KING  
18 DREW MEDICAL CENTER, WHO IS CURRENTLY ON A LEAVE OF ABSENCE  
19 BECAUSE OF THE ISSUES THAT ARE TAKING PLACE THERE. HOWEVER, MY  
20 HEART IS AT KING DREW AND I WANT TO MAKE SURE THIS HOSPITAL  
21 BECOMES THE MAYO CLINIC THAT THE L.A. TIMES BELIEVES IT'LL  
22 NEVER HAPPEN. MY QUESTION IS TO THE BOARD AND TO DEPARTMENT OF  
23 HEALTH SERVICES. WHY DO YOU GUYS GIVE THE POWER TO THE L.A.  
24 TIMES TO GET AWAY WITH THIS? MOST HOSPITALS, I WAS IN A  
25 HOSPITAL NOT TOO LONG AGO, HAVE A SEPARATE DEPARTMENT, PUBLIC





**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 RELATION DEPARTMENT THAT NIPS THESE SENTINEL EVENTS IN THE  
2 BUD. WE ALL KNOW THERE ARE DEATHS AT ALL HOSPITALS. PEOPLE  
3 DIE. THAT'S FACT. HUMAN ERRORS OCCUR. THAT'S FACT. THAT'S AT  
4 U.C.L.A., THAT'S AT CEDARS-SINAI. IT'S EVERYWHERE. BUT WHAT I  
5 DON'T UNDERSTAND IS HOW YOU LET THE L.A. TIMES GIVE YOU THE  
6 STORY INSTEAD OF YOUR OWN PEOPLE DOWNTOWN AT DEPARTMENT OF  
7 HEALTH SERVICES, GARTHWAITE, FRED LEAF, THAT IS YOUR JOB, TO  
8 MAKE SURE YOU GET THE RISK MANAGEMENT. WHEN SOMETHING HAPPENS  
9 AT THE HOSPITAL, THE CHART IS SEALED AND IT GOES TO RISK  
10 MANAGEMENT. FROM THERE, THEY'RE SUPPOSED TO DECIDE ON WHAT  
11 HAPPENS TO IT. INSTEAD, CHARLIE ORENSTEEN, TRACY WEBBER, THESE  
12 \_\_\_\_\_ PEOPLE ARE RUNNING THE SHOW? I DON'T THINK SO.  
13 WHAT WE NEED TO DO IS HAVE A PUBLIC RELATIONS. THERE'S JOHN  
14 WILLIS. MIKE WILSON IS COMING TO OUR HOSPITAL TWO DAYS A WEEK.  
15 I DON'T KNOW WHAT HE'S DOING FOR THOSE TWO DAYS. I'M SURE HE'S  
16 TRYING HIS BEST BUT PRIVATE HOSPITALS NIP THIS SUCKER IN THE  
17 BUD. JOHN RITTER DIED AT ONE OF THE RENOWNED HOSPITALS.  
18 THEY'RE IN A LAWSUIT BUT IT WAS NIPPED IT IN THE BUD. PAY THEM  
19 OUT. WHATEVER. HANDLE IT. INVESTIGATE IT. I DON'T TOLERATE  
20 INCOMPETENCE. I AGREE WITH WHAT NAVIGANT IS DOING. GIVE THEM A  
21 CHANCE. PAY THEM 10 MILLION. PAY THEM 20 MILLION, I DON'T  
22 CARE. LET THE SYSTEM WORK BUT DON'T BREAK IT UP IN PIECES AND  
23 SAY, "OH, THEY WANT MORE MONEY, THEY WANT MORE MONEY, HUH-UH."  
24 YOU NEED TO GET A PUBLIC RELATIONS IN PLACE TO NIP THE L.A.  
25 TIMES IN THE BUD. NOT TOO LONG AGO, THE L.A. TIMES FIVE-PART



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 SERIES ALMOST CAUSED A CHILD'S LIFE TO BE LOST. A PARENT WHO  
2 ALWAYS BRINGS HER CHILD TO OUR EMERGENCY ROOM AT THE HOSPITAL  
3 WITH ASTHMA HISTORY HAD AN ASTHMA ATTACK. THE MOTHER WAS SO  
4 TRAUMATIZED FROM THE FIVE-PAGE REPORT, WHAT DID SHE DO? SHE  
5 DECIDED TO DRIVE HER CHILD TO ANOTHER HOSPITAL, THINKING, IF  
6 SHE DIALED 9-1-1, THE CHILD WOULD BE TAKEN TO KING DREW. WELL,  
7 DURING THE TRANSPORT, THE CHILD'S ATTACK WORSENER. SHE HAD NO  
8 CHOICE BUT TO CALL 9-1-1 ON HER CELL PHONE. GUESS WHAT? THEY  
9 BROUGHT THE CHILD TO US AND IT WAS SUCH A STAGE WHERE THE  
10 CHILD NEEDED INTUBATION AND VENTILATION. AFTER THE INCIDENT,  
11 SHE WAS SO IMPRESSED WITH THE CARE, OUR EMERGENCY ROOM, OUR  
12 PEDS INTENSIVITIES GAVE TO THAT CHILD, SHE APOLOGIZED FOR HAVE-  
13 - JUDGING US BECAUSE OF THE L.A. TIMES REPORT. SO, IF  
14 ANYTHING, PLEASE TRY TO FIGURE OUT HOW YOU COULD DO-- WHAT YOU  
15 CAN DO TO HANDLE THE L.A. TIMES. IT IS UNACCEPTABLE AND IF YOU  
16 GUYS HAVE THE POWER THAT YOU DO, YOU CLAIM TO HAVE AS THE FIVE  
17 KINGS AND QUEENS, YOU HAVE THE POWER TO GET JOHN WALLACE, TO  
18 GET MIKE WILSON AND THE P.R. IN OUR HOSPITAL ON A FULL-TIME  
19 BASIS. THANK YOU.

20

21 **SUP. MOLINA, CHAIR:** THANK YOU. THAT CONCLUDES ALL OF THE  
22 TESTIMONY. WE HAVE ITEMS NUMBER 13 AND 61-B BEFORE US. THERE  
23 ARE AMENDMENTS. HOW DO YOU WISH TO PROCEED? I HAVE AN  
24 AMENDMENT-- I HAVE A COUPLE OF AMENDMENTS THAT I'D LIKE TO



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 BEGIN WITH. WE HAVE, ON ITEM NUMBER 61-A, WHICH IS SUPERVISOR  
2 YAROSLAVSKY'S MOTION, WE HAVE AN AMENDMENT BY MS. BURKE.

3

4 **SUP. YAROSLAVSKY:** I'M FINE WITH HER AMENDMENT, ACTUALLY, AFTER  
5 REVIEWING IT.

6

7 **SUP. BURKE:** I'D LIKE TO ADD TO THAT THE SUGGESTION MADE BY JIM  
8 LOTT AND ALSO BY DR. DOWLING THAT...

9

10 **SUP. MOLINA, CHAIR:** WHAT WAS DR. DOWLING'S RECOMMENDATION?

11

12 **SUP. BURKE:** AND THAT WAS TO WORK WITH THE HOSPITALISTS AND TO  
13 BRING THEM INTO THE COUNTY SYSTEM AND TO-- I'D LIKE TO HEAR  
14 FROM-- LET ME HEAR FROM DR. GARTHWAITE ON THAT.

15

16 **SUP. MOLINA, CHAIR:** WE WROTE THEM DOWN. I DIDN'T GET ANYTHING  
17 FROM DR. DOWLING BUT I HAVE A MOTION...

18

19 **SUP. KNABE:** DR. DOWLING INDICATED HE SUPPORTED THE  
20 RECOMMENDATION BY...

21

22 **SUP. BURKE:** HE SAID THEY TRAIN THEM.

23

24 **SUP. MOLINA, CHAIR:** WELL, THE MOTION THAT I BROUGHT IN AND WE  
25 TRIED TO COPY EXACTLY WHAT MR. LOTT RECOMMENDED, I HAVE A



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 MOTION THAT SAYS JIM LOTT FROM THE HOSPITAL ASSOCIATION OF  
2 SOUTHERN CALIFORNIA, AND WE'LL PASS THEM OUT, PRESENTED THREE  
3 RECOMMENDATIONS FROM OTHER HOSPITAL LEADERS IN GETTING KING  
4 DREW MEDICAL BACK ON TRACK. THESE IDEAS REQUIRE ATTENDING  
5 PHYSICIANS TO PROVIDE U.C.I. CARE, HAVE-- OKAY. THIS MOTION IS  
6 NOT THE ONE I WROTE. OKAY. LET'S TRY THIS ONE AGAIN. I DON'T  
7 KNOW WHAT U.C.I. CARE MEANS.

8

9 **SUP. ANTONOVICH:** WAS IT CALIFORNIA AT IRVINE?

10

11 **SUP. KNABE:** I THINK WE SHOULD JUST ISOLATE...

12

13 **SUP. MOLINA, CHAIR:** HERE. I'LL FIND MY ORIGINAL MOTION.

14

15 **SUP. BURKE:** WHY DON'T YOU JUST CALL THE HOSPITALISTS?

16

17 **SUP. MOLINA, CHAIR:** JUST DON'T TRUST THE TYPIST.

18

19 **SUP. BURKE:** OH, I.C.U.

20

21 **SUP. MOLINA, CHAIR:** THIS IS NOT RIGHT. WHAT HE HAS, REQUIRING  
22 PHYSICIANS THAT THEY BE MANDATED TO PARTICIPATE AND TO BE AT  
23 ALL INVASIVE SURGICAL PROCEDURES. I LIKE THE WAY I ASKED THE  
24 DEPARTMENT OF HEALTH SERVICES TO HELP ME AND THEY SCREW UP



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 THEIR OWN MOTION. MANDATED TO BE AT ALL INVASIVE SURGICAL  
2 PROCEDURES. THAT WAS NUMBER ONE.

3

4 **SUP. KNABE:** THEY WROTE IT THE WAY THEY WANTED IT.

5

6 **SUP. MOLINA, CHAIR:** YEAH, NO KIDDING. NUMBER TWO, THAT THEY  
7 BRING IN HOSPITALISTS OR INTENSIVISTS AS PHYSICIANS TO PROVIDE  
8 I.C.U. CARE. AND, NUMBER 3, THAT WE HIRE INDEPENDENT NURSES TO  
9 WALK THE HOSPITAL TO ENSURE THAT NURSING STAFF ARE COMPLYING  
10 WITH THE APPROPRIATE COMMUNITY STANDARDS OF CARE AND PROVIDE A  
11 COMMON SENSE APPROACH TO MAKING IMPROVEMENTS IN THE DELIVERY  
12 OF CARE. THOSE ARE THE THREE THINGS THAT DR. LOTT-- THAT MR.  
13 LOTT SAID.

14

15 **SUP. KNABE:** SUPERVISOR MOLINA? I WOULD JUST ADD THAT THE LAST  
16 TWO WERE 24/7.

17

18 **SUP. MOLINA, CHAIR:** 24/7. GOOD. IN ADDITION, I'M ASKING THAT,  
19 WHEN WE ADOPT THIS, THAT THE BOARD OF SUPERVISORS INSTRUCT THE  
20 DEPARTMENT OF HEALTH SERVICES TO REPORT BACK NEXT WEEK WITH A  
21 PLAN OF HOW THEY'RE GOING TO IMPLEMENT IT WITHIN 48 HOURS OF  
22 APPROVAL BY THIS BOARD. EXACTLY HOW IT'S GOING TO BE  
23 IMPLEMENTED.

24



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1   **SUP. YAROSLAVSKY:** WELL, WAIT A SECOND. WE'RE APPROVING IT  
2   NOW...

3

4   **SUP. MOLINA, CHAIR:** WE'RE APPROVING THAT HE-- WHAT I'M SAYING  
5   IS...

6

7   **SUP. YAROSLAVSKY:** YOU'RE GIVING THEM A WEEK TO DO SOMETHING  
8   THAT-- 48 HOURS FROM NOW SO REVISE IT.

9

10   **SUP. MOLINA, CHAIR:** WAIT, WAIT, WAIT, WAIT, WAIT. JUST A  
11   SECOND. I WROTE DOWN THE THREE THINGS THAT JIM LOTT  
12   RECOMMENDED. I'M NOW ASKING THE BOARD OF SUPERVISORS TO  
13   INSTRUCT THE DEPARTMENT OF HEALTH SERVICES TO COME BACK WITH A  
14   PLAN, NEXT WEEK, AS TO HOW THEY'RE GOING TO IMPLEMENT THESE  
15   RECOMMENDATIONS WITHIN 48 HOURS OF OUR APPROVAL NEXT WEEK OF  
16   THE PLAN.

17

18   **SUP. YAROSLAVSKY:** OKAY. SO YOU WANT THEM TO COME BACK WITH A  
19   PLAN NEXT TUESDAY THAT'S IMPLEMENTABLE BY THURSDAY OF NEXT  
20   WEEK?

21

22   **SUP. MOLINA, CHAIR:** THAT'S CORRECT. OTHERWISE, THEY GO OFF  
23   AND-- YOU KNOW, YOU ALMOST HAVE TO TELL THEM...

24

25   **SUP. KNABE:** SECOND



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1

2 **SUP. MOLINA, CHAIR:** ALL RIGHT. SO THAT'S ONE MOTION. THE OTHER

3 MOTION THAT I HAVE IS ONE OF OVERSIGHT BECAUSE I'M EQUALLY-- I

4 MEAN, YOU KNOW, WE'RE NOT SUPPOSED TO MICROMANAGE BUT, GUESS

5 WHAT, WE'RE MICROMANAGING. I'M ASKING THAT THE BOARD OF

6 SUPERVISORS ESTABLISH THIS AS A SET MATTER EACH WEEK. WE WANT

7 TO RECEIVE A WRITTEN AND ORAL REPORT FROM THE DEPARTMENT OF

8 HEALTH SERVICES AND NAVIGANT ON THE STATUS OF REFORM AT MARTIN

9 LUTHER KING MEDICAL CENTER. THE REPORT SHOULD FOCUS ON THE

10 QUALITY OF CARE ISSUES AND IDENTIFY THE PROGRESS OF

11 IMPROVEMENT, IDENTIFY THE ACTUAL OUTCOMES THAT HAVE BEEN

12 IMPROVED, IDENTIFY ANY DELAYS IN SCHEDULED IMPLEMENTATION, AND

13 THOSE CHANGES THAT HAVE BEEN COMPLETED. THEY SHOULD ALSO

14 REPORT ANY NEW PROBLEMS THAT HAVE EMERGED, SHOULD THEY BE

15 IDENTIFIED AND WHAT THE PLAN OF ACTION IS TO RESOLVE THOSE

16 PROBLEMS. FOR EXAMPLE, NAVIGANT TELLS US THAT WE SHOULD BE

17 VERY PROUD OF THE EVALUATIONS THAT THEY'VE CONCLUDED. WELL,

18 BIG DEAL. WHAT KIND OF EVALUATION WAS IT? WHAT HAPPENED TO IT?

19 WHAT DOES IT MEAN? WE NEED TO KNOW THAT KIND OF STATUS OF

20 THESE RECOMMENDATIONS. OTHERWISE, WE'RE JUST CHECKING OFF

21 LITTLE BOXES AS THEY MAY BE DOING AND WE DON'T KNOW THAT IT'S

22 PROGRESS. AND, IN ADDITION, WE NEED TO KNOW, FROM YOU, AS TO

23 WHETHER THERE IS OWNERSHIP AND THERE IS A COMMANDING PRESENCE

24 IN THAT HOSPITAL. THE REALITY, LIKE EVERYONE TOLD US TODAY,

25 THE L.A. TIMES SHOULD NOT BE SETTING THIS BOARD'S AGENDA. IT





**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 SHOULD BE THIS BOARD SETTING ITS AGENDA OF HOW TO CREATE AND  
2 PUT IN PLACE THE REMEDIAL ASPECT SO IT REQUIRES A WEEKLY  
3 REPORT THAT SHOULD BE HERE ON MONDAY, NOT ON TUESDAY MORNING,  
4 ON MONDAY SO WE MIGHT HAVE AN OPPORTUNITY TO READ IT BEFORE  
5 YOU REPORT ORALLY ON TUESDAY. THAT'S MY MOTION AS WELL.

6

7 **SUP. ANTONOVICH:** SECOND.

8

9 **SUP. MOLINA, CHAIR:** SO IT'S MOVED AND SECONDED. MS. BURKE, DID  
10 YOU WANT TO GET THE OTHER-- I DON'T KNOW WHAT THE DOWLING  
11 RECOMMENDATION...

12

13 **SUP. BURKE:** THAT WAS THE HOSPITALISTS. DID YOU INCLUDE THAT?

14

15 **SUP. MOLINA, CHAIR:** YES. THAT WAS PART OF...

16

17 **SUP. YAROSLAVSKY:** SO THAT'S ALL PART OF 61-A?

18

19 **SUP. MOLINA, CHAIR:** WELL, THAT'S WHAT I'M TRYING TO  
20 UNDERSTAND. WE'VE INTRODUCED THEM UNDER 61-A. I THINK IT WOULD  
21 WORK, EXCEPT THAT YOURS IS STILL UNDER-- COMING BACK ON MAY  
22 THE 10TH. IS THAT CORRECT?

23

24 **SUP. YAROSLAVSKY:** ON OR BEFORE.

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1   **SUP. MOLINA, CHAIR:** ON OR BEFORE. AND, AGAIN, I HOPE I DON'T  
2   HAVE TO PUT IT IN A MOTION, DR. GARTHWAITE, THAT THAT DOES  
3   MEAN THAT YOU ARE GOING TO BE PHYSICALLY AT THE HOSPITAL, THAT  
4   YOU ARE GOING TO LOOK AT WHATEVER SCHEDULE YOU HAVE FOR THE  
5   NEXT WEEKS AND HOPEFULLY RECOGNIZE THAT THIS IS A CRISIS  
6   SITUATION THAT NEEDS TO BE ADDRESSED EXCLUSIVELY BY YOURSELF.

7

8   **DR. THOMAS GARTHWAITE:** CORRECT.

9

10   **SUP. MOLINA, CHAIR:** THANK YOU. ANYTHING ELSE ON THIS ITEM?

11

12   **SUP. KNABE:** THAT STILL INCLUDES SUPERVISOR BURKE'S MOTION ON  
13   ZEV'S MOTION AND THE AMENDMENTS AND...

14

15   **SUP. MOLINA, CHAIR:** AND THE AMENDMENTS THAT WE'VE PUT IN.

16

17   **SUP. KNABE:** ALL RIGHT. OKAY. THIS IS ON 61-A.

18

19   **SUP. BURKE:** 61-A.

20

21   **SUP. MOLINA, CHAIR:** THIS IS ON 61-A.

22

23   **SUP. YAROSLAVSKY:** MOVE IT AS AMENDED.

24



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1    **SUP. MOLINA, CHAIR:** OKAY? IT'S BEEN MOVED AND SECONDED AS  
2    AMENDED. IS THERE ANY OBJECTION?

3

4    **SUP. BURKE:** I'M NOT OBJECTING BUT I CERTAINLY WANT TO BE ON  
5    RECORD TO SAY I'M NOT SUPPORTING THE CLOSING OF THE HOSPITAL.

6

7    **SUP. YAROSLAVSKY:** THIS IS NOT A MOTION TO CLOSE.

8

9    **SUP. BURKE:** ALL RIGHT.

10

11    **SUP. MOLINA, CHAIR:** NEITHER AM I SUPPORTING A MOTION TO CLOSE  
12    THE HOSPITAL.

13

14    **SUP. BURKE:** OKAY. NO OBJECTION.

15

16    **SUP. KNABE:** I SAID THAT ONCE AND I THINK THE FOUR OF YOU VOTED  
17    THE OTHER WAY BUT THAT'S OKAY.

18

19    **SUP. MOLINA, CHAIR:** ALL RIGHT. WE ALL UNDERSTAND THAT THIS IS  
20    A PROCESS, A MECHANISM, STEPS, A PATHWAY TO KEEP OUR HOSPITAL  
21    OPEN AND OPERATING WITHIN THE FRAMEWORK OF QUALITY OF CARE TO  
22    EVERY PATIENT WHO RECEIVES ATTENTION THERE. ALL RIGHT. SO  
23    ORDERED ON THAT ITEM. NOW LET'S GO BACK TO ITEM NUMBER 13...

24



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1   **SUP. YAROSLAVSKY:** MADAM CHAIR, CAN I JUST ASK, DOES VIOLET  
2   HAVE ALL THIS NOW? DO YOU HAVE EVERYTHING?

3

4   **CLERK VARONA-LUKENS:** NOT QUITE, SUPERVISOR.

5

6   **SUP. YAROSLAVSKY:** WELL, WHAT IS IT YOU'RE MISSING?

7

8   **CLERK VARONA-LUKENS:** WE HAVE THE AMENDMENT MANDATED...

9

10   **SUP. YAROSLAVSKY:** DO YOU HAVE MS. MOLINA'S MOTION IN WRITING?

11

12   **CLERK VARONA-LUKENS:** IF YOU COULD READ THE THREE POINTS AGAIN  
13   FROM JIM LOTT.

14

15   **SUP. MOLINA, CHAIR:** OKAY. AGAIN, ONE OF THE THINGS I KNOW IS  
16   THAT I'M BEING RECORDED AND TAPED AT THE SAME TIME, SO IF  
17   NOTHING ELSE, WE CAN-- NUMBER 1, IT REQUIRES THAT ATTENDING  
18   PHYSICIANS TO BE PRESENT FOR ALL INVASIVE SURGICAL PROCEDURES;  
19   THAT WE BRING IN HOSPITALISTS OR INTENSIVIST PHYSICIANS TO  
20   PROVIDE I.C.U. CARE; AND THAT WE HAVE INDEPENDENT NURSES TO  
21   WALK THE HOSPITAL TO ENSURE THAT NURSING STAFF ARE COMPLYING  
22   WITH COMMUNITY STANDARDS OF CARE AND PROVIDE A COMMON SENSE  
23   APPROACH TO MAKING IMPROVEMENTS IN THE DELIVERY OF CARE AT THE  
24   HOSPITAL.

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1    **SUP. KNABE:** AND THOSE LAST TWO, 24/7.

2

3    **SUP. MOLINA, CHAIR:** THAT'S RIGHT.

4

5    **CLERK VARONA-LUKENS:** OKAY.

6

7    **SUP. MOLINA, CHAIR:** ALL RIGHT.

8

9    **SUP. YAROSLAVSKY:** IS THERE ANYTHING ELSE YOU'RE MISSING? JUST-  
10    - OKAY.

11

12    **SUP. MOLINA, CHAIR:** SO THAT-- THOSE WERE THE ISSUES AS PASSED  
13    ON 61-A. NOW LET'S GO BACK TO ITEM NUMBER 13. THIS IS A  
14    MOTION, A RECOMMENDATION THAT'S BEEN SUBMITTED BY SUPERVISOR  
15    ANTONOVICH. ANY QUESTION OR COMMENT ON THAT?

16

17    **SUP. ANTONOVICH:** SO MOVED.

18

19    **SUP. KNABE:** SECOND.

20

21    **SUP. YAROSLAVSKY:** HOW DO YOU UNDERSTAND 13? JUST-- DR.  
22    GARTHWAITE?

23

24    **SUP. MOLINA, CHAIR:** IT SAYS TO ADDRESS HOW KING DREW MEDICAL  
25    CENTER WILL OPERATE IF THE BOARD DETERMINES DREW UNIVERSITY'S



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 MEDICAL SCHOOL AFFILIATION AGREEMENT AND DOWNSIDE KING DREW  
2 MEDICAL CENTER TO A MORE MANAGEABLE COMMUNITY HOSPITAL. HE'S  
3 ASKING THAT YOU BRING SUCH A PLAN...

4

5 **SUP. ANTONOVICH:** ASKS FOR THE REPORT BACK ON MAY 10TH.

6

7 **SUP. MOLINA, CHAIR:** ON MAY 10TH AS WELL.

8

9 **SUP. YAROSLAVSKY:** ALL RIGHT. SO THAT IT'S NOT A DECISION TO  
10 SEVER THE RELATIONSHIP TODAY WITH THE...

11

12 **SUP. MOLINA, CHAIR:** NO, BUT IT IS ASKING YOU ALSO TO PROVIDE  
13 ALTERNATIVES SHOULD THAT...

14

15 **SUP. YAROSLAVSKY:** RIGHT. I JUST WANT TO BE CLEAR THAT IT'S  
16 OPTIONS, IT'S ALTERNATIVES, AS 61-A WAS ALTERNATIVES BUT NO  
17 DECISION ON ANY PARTICULAR ALTERNATIVE, OF COURSE, IS BEING  
18 MADE IN EITHER CASE.

19

20 **SUP. BURKE:** YOU KNOW, I WOULD ASK THAT WE CONTINUE THIS ITEM  
21 BECAUSE WE'RE PUTTING ON AWFUL LOT BEFORE THIS DEPARTMENT. I  
22 THINK THAT WE SHOULD GIVE THEM A CHANCE TO ADDRESS YOUR MOTION  
23 FIRST, TO LOOK AT IT, AND THEN I WOULD SUGGEST WE CONTINUE  
24 THIS FOR A PERIOD OF TWO WEEKS BECAUSE WE'RE ASKING THEM TO DO  
25 SO MANY-- THIS, IN AND OF ITSELF, YOU NEED TO ALMOST HIRE A



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 WHOLE GROUP OF SPECIALISTS TO PUT SOMETHING LIKE THAT  
2 TOGETHER. SO I WOULD MOVE THAT WE CONTINUE THIS ITEM FOR TWO  
3 WEEKS AND THEN, AT THAT TIME, WE CAN THEN MOVE FORWARD FOR  
4 THEM TO COME UP WITH SOME OF THESE THINGS. BUT I THINK WE'RE  
5 JUST PUTTING TOO MUCH ON THEIR PLATE AND WE'RE NOT GOING TO  
6 GET ANY RESPONSE.

7

8 **SUP. KNABE:** BUT IT ALL HAS TO BE ON THE SAME TRACK...

9

10 **SUP. ANTONOVICH:** IT'S GOT TO BE IN THE SAME FRAME...

11

12 **SUP. MOLINA, CHAIR:** THEY GOT TO DO IT. THIS IS THEIR JOB, MAN.

13

14 **SUP. ANTONOVICH:** ...ARE ASKING FOR A MAY 10TH REPORT. IT  
15 SHOULD ALL COME BACK AT THE SAME TIME...

16

17 **SUP. MOLINA, CHAIR:** DON'T WORRY ABOUT THEIR PLATE.

18

19 **SUP. ANTONOVICH:** ...BEFORE THIS BOARD TO HAVE THAT TYPE OF  
20 DISCUSSION.

21

22 **SUP. KNABE:** YEAH, IT ALL HAS TO BE ON THE SAME TRACK.

23

24 **SUP. ANTONOVICH:** WE ARE SHORTCHANGING OURSELVES IF WE WOULD  
25 PRECLUDE THE DEPARTMENT FROM WORKING ON THIS AS WELL.





**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1

2 **SUP. MOLINA, CHAIR:** ALL RIGHT. I SECOND THAT. IT'S BEEN MOVED  
3 AND SECONDED.

4

5 **SUP. BURKE:** YOU CAN JUST RECORD ME AS "NO".

6

7 **SUP. MOLINA, CHAIR:** OKAY. MS. BURKE IS RECORDED AS A "NO"  
8 VOTE. SO ORDERED ON ITEM NUMBER 13.

9

10 **SUP. ANTONOVICH:** THANK YOU.

11

12 **SUP. MOLINA, CHAIR:** ALL RIGHT.

13

14 **SPEAKER:** (OFF-MIKE).

15

16 **SUP. MOLINA, CHAIR:** BUT I TOLD YOU THAT WE WERE SPEAKING ON  
17 BOTH ITEMS AT THE SAME TIME DR. CLAVREUL.

18

19 **SUP. YAROSLAVSKY:** YEAH. YOU MADE THAT CLEAR.

20

21 **SUP. MOLINA, CHAIR:** I ANNOUNCED THAT VERY CLEARLY. MOST OF THE  
22 PEOPLE WHO SPOKE TODAY HAD ASKED TO SPEAK TO BOTH ITEMS. ALL  
23 RIGHT. MS. BURKE, YOUR...

24

25 **SUP. BURKE:** ITEM 31, PLEASE.



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1

2 **SUP. MOLINA, CHAIR:** ITEM, WHICH ONE?

3

4 **SUP. BURKE:** 31. I JUST HAVE-- COULD WE GET THE DEPARTMENT? ARE  
5 THEY HERE? IS PROBATION HERE? IS PROBATION HERE? I HAVE,  
6 UNFORTUNATELY, IN MY DISTRICT, ALMOST A THOUSAND JUVENILE  
7 PROBATIONERS AND I WONDERED HOW YOU MADE THE DETERMINATION IN  
8 TERMS OF ALLOCATION OF THE SCHOOL-BASED SUPERVISION FUNDS?

9

10 **PAUL HIGA:** THE ORIGINAL PLAN WAS BASED UPON THE NUMBER OF  
11 PROBATIONERS THAT WERE ACTUALLY IN THE SCHOOLS. BUT IT WAS  
12 ALSO LOOKING AT VARIOUS OTHER CONDITIONS WITHIN THAT  
13 COMMUNITY, INCLUDING THINGS LIKE THE NUMBER OF CHILD ABUSE  
14 CASES, THE AMOUNT OF ARRESTS, THE AMOUNT OF ADULT ARRESTS, SO  
15 THERE WERE A NUMBER OF DIFFERENT FACTORS THAT WERE LOOKED AT  
16 FOR PARTICULAR COMMUNITIES. AS WE LOOKED AT THOSE COMMUNITIES,  
17 THEN WE THEN CENTERED WHICH PARTICULAR SCHOOLS IN THOSE  
18 COMMUNITIES WERE ONES THAT NEEDED TO HAVE A SCHOOL PROBATION  
19 DEPUTY. ALTHOUGH WE HAVE EXPRESSED TO THE JUSTICE DEPUTIES  
20 THAT WE'RE ALSO REVIEWING THAT SITUATION, BECAUSE IT HAS  
21 EVOLVED OVER THE LAST FEW YEARS SINCE WE DID THE ORIGINAL  
22 STUDY AND THAT THERE ARE DIFFERENCES IN TERMS OF THE NUMBERS  
23 AND WHERE WE MIGHT REALLOCATE STAFF.

24



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1   **SUP. BURKE:** BECAUSE AS I LOOK AT THE STATISTICS EVERY MONTH,  
2   WE HAVE THE MOST GANG DEATHS, WE HAVE THE MOST JUVENILES ON  
3   PROBATION, WE HAVE THE MOST ADULT ARRESTS AND I WOULD JUST  
4   WONDER WHY SOME OF THOSE THINGS AREN'T TAKEN-- IF THEY ARE  
5   TAKEN INTO CONSIDERATION, IT WOULD SEEM AS THOUGH THE FUNDS  
6   WOULD BE ALLOCATED DIFFERENTLY.

7

8   **PAUL HIGA:** SUPERVISOR, AT THE TIME THAT WE MADE THE DECISION,  
9   WE TRIED TO LOOK AT A COUNTYWIDE PLAN THAT TRIED TO LOOK AND  
10   IDENTIFY THAT THERE WERE KEY AREAS AT VARIOUS LOCATIONS. ONE  
11   OF THE THINGS THAT WE ARE LOOKING AT IS TRYING TO MOVE SOME OF  
12   OUR ADDITIONAL COMMUNITY-BASED DEPUTIES THAT ARE IN AREA  
13   OFFICES OUT TO MORE SCHOOLS BECAUSE WE BELIEVE THAT THAT'S A  
14   BETTER PLAN, SO TO BE ABLE TO THEN REALLOCATE SOME OF THOSE  
15   STAFF AS WELL.

16

17   **SUP. BURKE:** AND ARE YOU GOING TO BE-- CAN YOU REPORT BACK AND  
18   LET US KNOW HOW YOU'RE GOING TO ADDRESS THIS? BECAUSE THERE'S  
19   NO QUESTION, IF YOU HAVE A THOUSAND JUVENILE PROBATIONERS,  
20   WHICH I THINK IS TWO OR THREE TIMES AS MUCH AS MANY OF THE  
21   DISTRICTS, HOW-- HOW YOU'RE GOING TO STOP SOME OF THE PROBLEMS  
22   IN THE SCHOOLS.

23

24   **PAUL HIGA:** YES. WE CAN GIVE YOU A REPORT BACK ON THAT.

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1   **SUP. BURKE:** AND WHAT'S GOING TO HAPPEN IN TERMS OF THE GANG  
2   AGENCIES THAT ARE ADDRESSING SOME OF THE GANG PROBLEMS? I SEE  
3   THAT NONE OF THEM ARE GETTING FUNDED.

4

5   **PAUL HIGA:** AS PART OF THE PLAN, ONE OF THE AREAS THAT WE BEGAN  
6   TO FOCUS IN ON WAS THAT ONE OF THE STRONGEST PLANS IN TERMS OF  
7   INTERVENTION WAS UNEMPLOYMENT, AND-- AS WELL AS EDUCATION, SO  
8   THAT WE HAD LIMITED NUMBER OF RESOURCES. WE HAVE BEEN REDUCED  
9   OVER THE YEARS. SO THE EMPHASIS AND THE FOCUS COMING OUT OF  
10  THE JUVENILE JUSTICE PLANNING PROCESS WAS FOR US TO FOCUS IN  
11  ON-- SPECIFICALLY ON JOBS AND EMPLOYMENT AS WELL AS MORE  
12  FAMILY FOCUS SERVICES.

13

14  **SUP. BURKE:** ARE YOU GIVING UP, THEN, ON HAVING ANY  
15  SURVEILLANCE OR DETERMINING GANG ACTIVITY AND TRYING TO AVOID  
16  IT BEFORE THE DEATHS OCCUR?

17

18  **PAUL HIGA:** ABSOLUTELY NOT. THAT HAS TO BE PART OF A PLAN BUT  
19  AS PART OF A COMPREHENSIVE PLAN THAT INCLUDES SURVEILLANCE,  
20  HIGH SUPERVISION, INTENSIVE SUPERVISION AS WELL AS PREVENTION  
21  AND INTERVENTION.

22

23  **SUP. BURKE:** WHEN ARE WE GOING TO KNOW WHAT THAT IS?

24



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1   **PAUL HIGA:** THOSE THINGS ARE INCLUDED AS PART OF THE OVERALL  
2   PLAN. THE PREVENTION INCLUDES AREAS SUCH AS A.C.T., WHICH  
3   REALLY FOCUSES ON SCHOOL ATTENDANCE, ON ELEMENTARY AND MIDDLE  
4   SCHOOLS. IT HAS INTERVENTION PROGRAMS THAT ARE SCHOOL-BASED  
5   PROGRAMS. THE HIGH INTERVENTION, THE HIGH-RISK KIDS ARE  
6   BASICALLY BEING DEALT WITH THE INTENSIVE FAMILY SERVICES AS  
7   WELL AS SOME OF THE OTHER PROGRAMS OF INTENSIVE SUPERVISION  
8   THAT WE HAVE, LIKE DISARM OR CLEAR OR SOME OF THE OTHER KINDS  
9   OF PROGRAMS, AS WELL AS THE GANG SUPERVISION PROGRAMS.

10

11   **SUP. BURKE:** YOU KNOW, IT'S NO SECRET THAT WE'RE JUST HAVING  
12   JUST MASSIVE NUMBERS OF DEATHS. NOW, WE TALKED ABOUT THE  
13   DEATHS IN THE HOSPITALS. WE HAD, WHAT, SEVEN LAST WEEKEND IN  
14   TERMS OF-- WEEKEND BEFORE LAST. I DON'T KNOW HOW MANY GANG  
15   DEATHS DID WE HAVE THIS LAST WEEKEND?

16

17   **PAUL HIGA:** I DON'T KNOW THE EXACT NUMBER BUT, YES, WE'VE HAD  
18   MULTIPLE GANG DEATHS.

19

20   **SUP. MOLINA, CHAIR:** WE HAD TWO IN PICO RIVERA.

21

22   **SPEAKER:** YES.

23

24   **SUP. BURKE:** AND IT SEEMS TO ME THIS IS THE WORST TIME TO GIVE  
25   UP ON TRYING TO GET SUPPRESSION AND ALL OF THOSE THINGS,



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 ENFORCEMENT. AND, GRANTED, I THINK IT'S VERY IMPORTANT TO HAVE  
2 PROBATION OFFICERS IN THE SCHOOL. I'M ALL FOR THAT. BUT HOW DO  
3 YOU GIVE UP ON DOING SOMETHING ABOUT STOPPING SOME OF THESE  
4 GANG DEATHS? AND MOST OF THEM ARE JUVENILES.

5

6 **PAUL HIGA:** RIGHT.

7

8 **SUP. BURKE:** SO, YOU KNOW, I REALLY THINK WE HAVE TO HAVE A  
9 PLAN BACK. PROBATION IS GOING TO HAVE TO COME UP WITH  
10 SOMETHING. YOU CAN'T JUST LET THIS GO ON.

11

12 **SUP. MOLINA, CHAIR:** BUT IT ISN'T PROBATION'S RESPONSIBILITY.  
13 PROBATION IS BUT A PART OF IT. PROBATION HAS TO WORK IN  
14 CONCERT, AS WE SAID UNDER THE VALINDA PLAN, WHERE THEY WORK  
15 WITH LAW ENFORCEMENT, THEY WORK WITH CHILDREN'S SERVICES, THEY  
16 WORK WITH CODE ENFORCEMENT FOLKS AND EVERYONE ELSE IN ORDER TO  
17 GET RID OF THE GANG HOUSES IN ONE AREA. EVEN H.U.D., IF YOU  
18 HAVE TO, BECAUSE SOME OF THEM ARE ASSISTED IN SOME FASHION. IT  
19 IS A COMPREHENSIVE APPROACH, BUT PROBATION HAS TO PLAY A ROLE  
20 BECAUSE THESE ARE GUYS THAT ARE COMING OUT OF THE SYSTEM IN  
21 SOME FASHION AND THEY CAN BE TAKEN IN IN A MINUTE BY VIOLATING  
22 THEIR OWN CONDITIONS UNDER WHICH THEY'RE UNDER PROBATION AND  
23 MOST OF THEM ARE. THEY'RE NOT SUPPOSED TO HANG WITH EACH  
24 OTHER, THEY'RE NOT SUPPOSED TO BE ASSOCIATED WITH ANY GANG



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 HANGOUT HOUSE AND SO ON. SO WE CAN BRING THEM IN AT ANY TIME  
2 BUT IT CAN'T BE EXCLUSIVELY PROBATION'S RESPONSIBILITY.

3

4 **SUP. BURKE:** WELL, WHAT BOTHERS ME IS WHEN YOU SEE ON  
5 TELEVISION WHERE THEY HAVE A GROUP THAT IS JUST SITTING THERE  
6 IN FRONT OF ONE OF THESE HOUSES, ANNOUNCES WHAT THEY'RE GOING  
7 TO DO, THAT THEY'RE GOING TO KILL EVERYONE. SEEMS TO ME  
8 PROBATION-- THAT PROBATION WOULD HAVE BEEN OUT THERE THE NEXT  
9 DAY.

10

11 **SUP. MOLINA, CHAIR:** BUT IT'S UP TO-- THAT'S WHAT I'M SAYING.  
12 IN THESE HOT ZONES, LIKE WE SHOULD HAVE IN FLORENCE FIRESTONE,  
13 THEY SHOULD BE PART OF A MODEL, OF A PLAN IN WHICH THEY MEET  
14 EVERY WEEK, THEY IDENTIFY THOSE GANG HOUSES AND YOUR GUYS GO  
15 IN THERE AND, WHAT IS IT, WHERE YOU WRITE THEM UP AND YOU  
16 BRING THEM BACK IN.

17

18 **PAUL HIGA:** RIGHT.

19

20 **SUP. MOLINA, CHAIR:** YOU HAVE THE ABILITY TO DO THAT AND TAKE  
21 THEM OFF THE STREETS IMMEDIATELY.

22

23 **PAUL HIGA:** RIGHT. SO...

24





**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1    **SUP. MOLINA, CHAIR:** BUT IT HAS TO BE THE COMMUNITY AND  
2    HOPEFULLY SHERIFF OR LAW ENFORCEMENT THAT...

3

4    **PAUL HIGA:** THAT'S ALSO-- I'M SORRY. IT'S ALSO A ISSUE OF NOT  
5    ONLY WITH JUVENILES BUT YOUNG ADULTS AND PAROLE.

6

7    **SUP. BURKE:** OH, ABSOLUTELY.

8

9    **PAUL HIGA:** AND IT IS A COMPREHENSIVE APPROACH AND WE DO NEED  
10    TO WORK CLOSER, ESPECIALLY AS THE EVENTS ESCALATE IN THE  
11    COMMUNITIES.

12

13    **SUP. MOLINA, CHAIR:** WE'RE ASKING FOR THE IMPLEMENTATION OF THE  
14    VALINDA MODEL IN PICO RIVERA. WE JUST HAD ANOTHER DEATH OUT  
15    THERE, ANOTHER KILLING, AND THEN THE GUY TOOK OFF AND HE  
16    CRITICALLY INJURED AN INNOCENT VICTIM. YOU KNOW, ONE THING  
17    ABOUT GANG DEATHS ARE GANG DEATHS BUT THEY ARE KILLING  
18    INNOCENT PEOPLE IN THEIR PATHWAY AND THAT IS WHAT'S MOST  
19    TROUBLING.

20

21    **SUP. BURKE:** ON THE FREEWAY, INNOCENT PEOPLE. THAT'S REALLY  
22    TRAGIC.

23

24    **SUP. MOLINA, CHAIR:** AND, AS YOU KNOW, ALEX PADIA LOST A  
25    NEIGHBOR RIGHT IN FRONT OF HIS CHILDREN AND HIS WIFE AND HE



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 WAS KILLED POINT-BLANK BY SAYING HE DIDN'T BELONG TO ANY GANG,  
2 A 30-YEAR-OLD. I THINK THAT'S SHAMEFUL. SO WE DO HAVE TO  
3 INTENSIFY OUR RESPONSIBILITY TO IT.

4

5 **SUP. ANTONOVICH:** LET ME JUST POINT OUT THAT THE IMPACT OF  
6 DISARM, WHERE YOU FOCUS ON GANG MEMBERS WHO ARE NOT PERMITTED  
7 TO BE IN POSSESSION OF GUNS AS A CONDITION OF THEIR PAROLE,  
8 HAS DONE AN INCREDIBLE JOB IN REDUCING A LOT OF THE VIOLENCE  
9 THAT COULD HAVE OCCURRED AND THAT EXPANSION OF THAT PROGRAM  
10 WOULD REDUCE VIOLENCE EVEN FURTHER.

11

12 **SUP. MOLINA, CHAIR:** WELL, NOT NECESSARILY, BECAUSE YOU CAN'T  
13 JUST GO IN WITH GUNS ON PROBATION. YOU GOT TO HAVE AN  
14 IDENTITY, YOU HAVE TO HAVE AN UNDERSTANDING, YOU HAVE TO HAVE  
15 A COMPREHENSIVE APPROACH AND YOU ALSO HAVE TO HAVE-- BRING IN  
16 OTHER RESOURCES, INCLUDING LIKE WHAT HAS HAPPENED IN SOME OF  
17 OUR NEIGHBORHOODS IN WHICH YOU HAVE WOMEN, WIVES, SISTERS,  
18 HARBORING SOME OF THESE CRIMINALS WITH TWO-YEAR-OLDS AND  
19 THREE-YEAR-OLDS PLAYING IN THE FRONT YARD AND WE HAVE TO BE  
20 ABLE TO SAY TO THEM THAT THEY'RE PUTTING CHILDREN IN HARM'S  
21 WAY AND, IF NEED BE, WE NEED TO BRING IN CHILDREN'S SERVICES  
22 TO MONITOR THOSE ACTIVITIES. SO IT ISN'T JUST CARRYING A GUN,  
23 IT'S LOOKING AT MANY DIFFERENT STRATEGIES TO APPROACH THIS AND  
24 IT HAS TO BE COMPREHENSIVE. I WISH IT WERE JUST ONE PROGRAM.



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 IF WE ALL WALKED AROUND WITH GUNS, AS ARCHIE BUNKER SAID,  
2 MAYBE THAT'S THE WAY TO RESOLVE IT, BUT I DON'T THINK IT IS.

3

4 **SUP. BURKE:** WELL, THEY TAKE THE GUNS AND SHOOT YOU WITH IT.  
5 THAT'S WHAT HAPPENS.

6

7 **SUP. ANTONOVICH:** REMOVE THE GUNS FROM THOSE PEOPLE THAT ARE  
8 CREATING THE CRIME, THEN YOU REDUCE ONE ELEMENT.

9

10 **SUP. MOLINA, CHAIR:** WELL, I'M ALL IN FAVOR OF TAKING THE GUNS  
11 FROM THOSE THAT ARE CREATING THE CRIMES.

12

13 **SUP. BURKE:** I DON'T KNOW HOW MUCH WORSE IT COULD HAVE BEEN. WE  
14 HAVE DISARM IN OUR DISTRICT, AND I DON'T KNOW HOW MUCH WORSE  
15 IT COULD BE.

16

17 **SUP. MOLINA, CHAIR:** REALLY. ANYWAY BUT MR. HIGA, I'M REALLY  
18 CONCERNED ABOUT INSIDE JOBS HERE. I AM STILL AWAITING A REPORT  
19 FROM THOSE PINHEADS THAT LEFT THE KEYS AT THAT CAMP SO THAT A  
20 COUPLE OF JUVENILES COULD WALK OUT AFTER THEY WERE LOCKED UP,  
21 WHO JUST HAPPENED TO GO INTO THE PARKING LOT AND HAPPENED TO  
22 FIND A CAR WITH THE KEYS IN IT, AS I UNDERSTAND AND DROVE  
23 THEMSELVES OUT OF THERE. LOOKS LIKE SOMEBODY IS GREASING SOME  
24 PALMS WITHIN THE DEPARTMENT.

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1   **PAUL HIGA:** I JUST SAW THAT REPORT ON MY DESK LAST NIGHT.

2

3   **SUP. MOLINA, CHAIR:** YOU JUST SAW IT? I SAW IT TWO WEEKS AGO.

4   I'M STILL WAITING TO HEAR A RESPONSE FROM YOU.

5

6   **PAUL HIGA:** THE FULL INVESTIGATION REPORT ON MY DESK LAST

7   NIGHT.

8

9   **SUP. MOLINA, CHAIR:** WHEN WILL YOU GET IT TO ME?

10

11   **PAUL HIGA:** THIS AFTERNOON.

12

13   **SUP. MOLINA, CHAIR:** THANK YOU, SIR. ANYTHING ELSE? MS. BURKE?

14

15   **SUP. BURKE:** I THINK THAT'S ALL THAT I HELD

16

17   **SUP. YAROSLAVSKY:** WAS THAT ITEM 31?

18

19   **SUP. MOLINA, CHAIR:** NO, NOT YET, WE HAVEN'T VOTED ON IT BUT

20   THAT'S ITEM 31 THAT IS BEFORE US. IT IS MOVED BY SUPERVISOR

21   BURKE, SECONDED BY SUPERVISOR YAROSLAVSKY. IF THERE'S NO

22   OBJECTION...

23

24   **SUP. KNABE:** AS AMENDED, RIGHT?

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1    **SUP. MOLINA, CHAIR:** I DON'T KNOW THAT SHE AMENDED IT.

2

3    **SUP. BURKE:** OH, I WAS SUPPOSED TO HAVE AN AMENDMENT. YES, I'M  
4    SORRY. I'LL PASS OUT THE AMENDMENT.

5

6    **SUP. MOLINA, CHAIR:** OKAY. HERE'S THE AMENDMENT. OH. IT'S A  
7    FIVE-SIGNATURE LETTER TO THE GOVERNOR AND LEGISLATURE ASKING  
8    FOR CONTINUED SUPPORT ON THIS. VERY GOOD. ALL RIGHT. AS  
9    AMENDED, MOVED BY SUPERVISOR BURKE, SECONDED BY SUPERVISOR  
10   KNABE. IF THERE'S NO OBJECTION, SO ORDERED, AS AMENDED. THANK  
11   YOU. THANK YOU, MR. HIGA.

12

13   **PAUL HIGA:** THANK YOU.

14

15   **SUP. MOLINA, CHAIR:** ALL RIGHT. MR. KNABE, YOUR SPECIALS. OH,  
16   I'M SORRY. MR. YAROSLAVSKY, YOUR SPECIALS.

17

18   **SUP. YAROSLAVSKY:** I DON'T THINK I HAVE ANY ADJOURNING MOTIONS  
19   TODAY, MADAM CHAIR, BUT LET ME SEE IF WE WERE HOLDING  
20   ANYTHING.

21

22   **SUP. MOLINA, CHAIR:** DID YOU HOLD ANY ITEMS? NO?

23



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1   **SUP. YAROSLAVSKY:** I'M LOOKING. I'D LIKE TO TAKE UP ITEM NUMBER  
2   50. MR. KNABE HELD IT. I WAS GOING TO HOLD IT BUT I'VE HAD MY  
3   QUESTIONS ANSWERED. THE SHERIFF'S DEPARTMENT.

4  
5   **SUP. MOLINA, CHAIR:** ITEM 50.

6  
7   **SUP. KNABE:** THE QUESTION THAT I HAD IN REGARDS TO ITEM 50 WAS  
8   SIMPLY, ONE, ARE THEY REAL SAVINGS OR WAS IT AN OVERESTIMATE?  
9   I MEAN, THIS ALLOCATION OF SAVINGS IN WORKERS' COMP, IF, IN  
10   FACT, THESE ARE REAL SAVINGS, THAT'S SOME SIGNIFICANT  
11   PROGRESS. IF IT WAS AN OVERESTIMATE OF COST OF WORKERS'  
12   COMPENSATION, THEN WE STILL HAVE ISSUES TO DEAL WITH. SO MY  
13   QUESTION IS, ONE, WERE THEY REAL SAVINGS OR, TWO, WAS IT JUST  
14   AN OVERESTIMATE AND ABLE TO REALLOCATE THE \$19 MILLION?

15  
16   **C.A.O. JANSSEN:** THANK YOU, MADAM CHAIR, SUPERVISOR KNABE, OF  
17   THE 19 MILLION, 11.1 IS ATTRIBUTED TO WORKERS' COMPENSATION  
18   SAVINGS, SO IT'S NOT QUITE AS LARGE AS IT SOUNDS WHICH IS, I  
19   THINK, BETTER, FRANKLY. WE BELIEVE IT'S A RESULT OF TWO  
20   THINGS: ONE, THE CHANGE IN LAW RELATED TO OUR ABILITY TO  
21   CONTROL MEDICAL COSTS, SO THAT THAT IS A REAL PLUS. THE OTHER  
22   IS MAYBE A LITTLE MORE INTANGIBLE BUT IT IS THE SHERIFF'S  
23   DEPARTMENT'S FOCUS ON THE PROBLEM AND THE ISSUE, RETURN TO  
24   WORK, DOING A BETTER JOB WITH WORKERS' COMPENSATION. SO IT'S A  
25   COMBINATION OF BOTH, BUT BOTH, I THINK, ARE POSITIVE.



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1

2 **SUP. KNABE:** SO THE REALITY, THEN, IS THAT THE REAL SAVINGS  
3 THERE IS ONLY 11 MILLION AND THE OTHERS ARE JUST A GENERAL  
4 FUND SITUATION WHERE...

5

6 **C.A.O. JANSSEN:** JUDGMENT AND DAMAGE SAVINGS.

7

8 **SUP. KNABE:** WHERE THEY OVERESTIMATED. OR, YOU KNOW, NOT-- YOU  
9 KNOW...

10

11 **C.A.O. JANSSEN:** RIGHT. THE JUDGMENT AND DAMAGES PIECES IS YOU  
12 NEVER KNOW WHAT IT'S GOING TO COST YOU IN LITIGATION IN A  
13 YEAR. THAT IS AVAILABLE. THESE ARE BEING SPENT FOR ONE-TIME  
14 PURPOSES, WHICH I THINK IS VERY APPROPRIATE. WE'RE LOOKING AT  
15 A REDUCTION IN WORKERS' COMPENSATION AGAIN NEXT YEAR, SO IT'S  
16 MOVING IN THE RIGHT DIRECTION.

17

18 **SUP. KNABE:** YEAH, I MEAN, THE REALITY IS, THOUGH, I MEAN, AND  
19 YOU MADE IT EARLIER, IS IT'S REALLY A RESULT MORE OF THE LAWS,  
20 THE GOVERNOR'S REFORM THAT WENT INTO EFFECT.

21

22 **C.A.O. JANSSEN:** ABSOLUTELY.

23

24 **SUP. KNABE:** RATHER THAN...

25





**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1   **C.A.O. JANSSEN:** A SUDDEN...

2

3   **SUP. KNABE:** IMPROVEMENT IN THE SHERIFF'S DEPARTMENT AS IT  
4   RELATES TO THIS OVERALL...

5

6   **C.A.O. JANSSEN:** ...CHANGE IN APPROACH. NO, THERE WAS-- AND,  
7   CLEARLY, WE SAID AT THE TIME THAT WE ESTIMATED LONG-TERM THERE  
8   WOULD BE ABOUT 50 MILLION, AS I RECALL, OVERALL SAVINGS. OTHER  
9   DEPARTMENTS ARE EXPERIENCING SIMILAR SAVINGS, SUPERVISOR. IT'S  
10   NOT JUST THE SHERIFF'S DEPARTMENT.

11

12   **SUP. KNABE:** OKAY. THEY ALSO HAVE THE MOST SIGNIFICANT WORKERS'  
13   COMP ISSUE.

14

15   **C.A.O. JANSSEN:** THEY HAVE-- THEY AND FIRE, RIGHT.

16

17   **SUP. KNABE:** OKAY.

18

19   **SUP. MOLINA, CHAIR:** BUT I THINK IT'S WORTH NOTING THAT THERE  
20   IS SAVINGS THROUGHOUT ALL OF THE DEPARTMENTS AND SO...

21

22   **C.A.O. JANSSEN:** THIS IS VERY GOOD NEWS.

23



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1   **SUP. MOLINA, CHAIR:** IT IS GOOD NEWS AND, YOU KNOW, AND THERE  
2   WAS A LOT OF, WELL, UNCERTAINTY AS TO WHETHER IT WOULD PROVIDE  
3   ANYTHING.

4

5   **C.A.O. JANSSEN:** RIGHT, ANY SAVINGS.

6

7   **SUP. MOLINA, CHAIR:** BUT I DO THINK IT'S ALSO IMPORTANT TO  
8   RECOGNIZE THAT THIS IS A BIG CHUNK OF CHANGE GOING TO THE  
9   SHERIFF'S DEPARTMENT.

10

11   **C.A.O. JANSSEN:** YES.

12

13   **SUP. MOLINA, CHAIR:** AND ONE WOULD THINK THAT IT WOULD GO TO  
14   GETTING OUR JAILS OPENED, BECAUSE THAT'S THE BIGGEST COMPLAINT  
15   OF THE DAY, INSTEAD OF BUYING OTHER KINDS OF THINGS.

16

17   **C.A.O. JANSSEN:** WELL, NO, BUT WE-- THIS IS ONE-TIME MONEY. WE  
18   DON'T WANT THEM OPENING THE JAILS WITH THIS MONEY, SUPERVISOR.

19

20   **SUP. MOLINA, CHAIR:** YEAH, I KNOW BUT...

21

22   **C.A.O. JANSSEN:** IT IS AND THE JAILS...

23

24   **SUP. MOLINA, CHAIR:** THERE ARE ONE-TIME COSTS ASSOCIATED WITH  
25   OPENING THE JAILS.



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1

2 **C.A.O. JANSSEN:** YES, BUT WHEN WE PRESENT THE BUDGET NEXT WEEK,  
3 WE WILL DEAL WITH REOPENING ALL OF THE JAILS.

4

5 **SUP. MOLINA, CHAIR:** ALL RIGHT BUT I DO THINK IT IS AN  
6 IMPORTANT THING TO NOTE.

7

8 **SUP. KNABE:** BUT THEY ALSO USE ONE-TIME MONEY AS A RATIONALE TO  
9 CLOSE JAILS.

10

11 **SUP. MOLINA, CHAIR:** RIGHT. BUT I DO THINK IT'S IMPORTANT TO  
12 NOTE. I THINK THAT WE SHOULD APPROVE IT BUT, AT THE SAME TIME,  
13 I THINK IT'S IMPORTANT TO RECOGNIZE AND UNDERSTAND BECAUSE  
14 PART OF THE WALTZ THAT WILL GO ON WITH THE SHERIFF'S  
15 DEPARTMENT AGAIN IS, "YOU AIN'T GIVING ME ENOUGH MONEY SO I'M  
16 CLOSING MORE JAIL BEDS," AND...

17

18 **SUP. YAROSLAVSKY:** I'D BE REAL SURPRISED...

19

20 **SUP. MOLINA, CHAIR:** AND THEY'RE ALL THERE LISTENING SO I JUST  
21 WANT THEM TO BE...

22

23 **C.A.O. JANSSEN:** THAT WON'T HAPPEN THIS YEAR.

24



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1   **SUP. YAROSLAVSKY:** I'D BE REAL SURPRISED IF THEY'RE GOING TO  
2   SAY THAT THEY NEED MORE MONEY AFTER THIS BUDGET.

3

4   **SUP. MOLINA, CHAIR:** OH, WATCH 'EM.

5

6   **C.A.O. JANSSEN:** NO, THAT-- I DON'T THINK THAT'S GOING TO  
7   HAPPEN THIS YEAR.

8

9   **SUP. MOLINA, CHAIR:** WATCH 'EM. SO I THINK IT SHOULD BE  
10  APPROVED AS WELL BUT I WANT IT TO BE DULY NOTED. ALL RIGHT.  
11  ARE YOU MOVING FORWARD?

12

13  **SUP. KNABE:** I'LL MOVE THE ITEM THEN.

14

15  **SUP. YAROSLAVSKY:** BY THE WAY, I BELIEVE THAT SOME OF THIS  
16  MONEY IS GOING TO IMPROVEMENTS IN THE JAIL, ISN'T IT? ABOUT  
17  FIVE MILLION DOLLARS OF IT?

18

19  **SUP. MOLINA, CHAIR:** OUT OF 20.

20

21  **SUP. YAROSLAVSKY:** THAT'S A BIG CHUNK, ON TOP OF EVERYTHING  
22  ELSE WE'VE PUT INTO THE JAILS IN DECEMBER.

23

24  **SUP. MOLINA, CHAIR:** ALL RIGHT. AGAIN,

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1    **C.A.O. JANSSEN:** BUSES ARE RELATED TO THE JAILS...

2

3    **SUP. MOLINA, CHAIR:** LET'S MAKE SURE IT'S WELL NOTED. I JUST  
4    WANT TO MAKE A POINT OF THAT.

5

6    **SUP. KNABE:** THAT'S RIGHT. IT'S WELL NOTED AND SUPERVISOR  
7    YAROSLAVSKY IS SO KIND AND GENTLE ABOUT THE SHERIFF'S  
8    DEPARTMENT. THAT'S VERY SPECIAL.

9

10   **SUP. MOLINA, CHAIR:** ALL RIGHT. SO THAT ITEM IS MOVED BY  
11   SUPERVISOR YAROSLAVSKY, SECONDED BY SUPERVISOR KNABE. IF  
12   THERE'S NO OBJECTION, SO ORDERED. YOU'RE FREE, GENTLEMEN AND  
13   LADIES. ALL RIGHT. NEXT ITEM. MR. KNABE, YOUR SPECIALS.

14

15   **SUP. KNABE:** YES. MADAM CHAIR, MEMBERS OF THE BOARD, I HAVE A  
16   NUMBER OF ADJOURNMENTS, UNFORTUNATELY. FIRST OF ALL, THAT WE  
17   ADJOURN IN MEMORY OF A LONG-TIME FRIEND, MR. TOM NAKAMURA. TOM  
18   AND I GO WAY BACK TO THE EARLY OPTIMIST DAYS, VERY INVOLVED IN  
19   THE OPTIMIST YOUTH HOMES AND WAS A PAST GOVERNOR OF THE  
20   PACIFIC SOUTHWEST DISTRICT. HE WILL BE SORELY MISSED BY HIS  
21   FAMILY AND FRIENDS AND SURVIVED BY GRANDCHILDREN. ALSO THAT WE  
22   ADJOURN IN MEMORY TODAY OF VERA LOPEZ, A LIFELONG RESIDENT OF  
23   VENTURA COUNTY. SHE WAS 84 AND IS THE GRANDMOTHER OF MY  
24   DEPUTY, RICK VELASQUEZ. ALSO THAT WE ADJOURN IN MEMORY OF SARA  
25   LOFTUS, WHO PASSED AWAY ON APRIL 6TH AT THE VERY YOUNG AGE OF



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 57. SHE'S SURVIVED BY HER BROTHERS, DON AND MICHAEL, SISTER,  
2 MARY, NUMEROUS NIECES AND NEPHEWS. SHE'S ALSO SURVIVED BY HER  
3 LONG- TIME FRIEND AND PARTNER, GARY STIBAL, HIS SON, MATT  
4 STIBAL AND DAUGHTER, ARLENE, AND SPECIAL GRANDCHILDREN, EMMA  
5 AND TYLER. ALSO THAT WE ADJOURN IN MEMORY OF WILLIAM "RED"  
6 ASTON, WHO PASSED AWAY AT THE AGE OF 83. MORE FONDLY KNOWN AS  
7 "RED," HE WAS A MEMBER OF THE BELLFLOWER CITY AND TRAFFIC  
8 SAFETY COMMISSION, WAS PRESIDENT OF THE HOLY REDEEMER LUTHERAN  
9 CHURCH, WHERE HE WAS A MEMBER FOR OVER 40 YEARS. HE IS  
10 SURVIVED BY HIS WIFE, HELEN, SONS, DAN, MIKE AND TOM,  
11 DAUGHTER, LINDA, STEPDAUGHTER, PAM, STEPSON, RON, BROTHER,  
12 BOB, SISTER, DOROTHY, 14 GRANDCHILDREN AND SEVERAL GREAT-  
13 GRANDCHILDREN. AND FINALLY THAT WE ADJOURN IN THE MEMORY OF  
14 MR. GEORGE BARRY MILLER, WHO PASSED AWAY ON APRIL 4TH AT THE  
15 AGE OF 61. HE WAS A LONG-TIME BELLFLOWER RESIDENT WHO  
16 MAINTAINED BUSINESSES THROUGHOUT BELLFLOWER AND DOWNEY AREA  
17 SINCE THE EARLY '40S. THE MAIN BUSINESS WAS MILLER'S MEN'S  
18 STORE THAT, FOR MANY YEARS, WAS AT THE CORNER OF BELMONT AND  
19 BELLFLOWER PRIOR TO ITS RELOCATION IN DOWNEY. HE'S SURVIVED BY  
20 HIS MOTHER, MARY ELLEN, AND HIS SISTER, JANICE. THOSE ARE MY  
21 ADJOURNMENTS.

22  
23 **SUP. MOLINA, CHAIR:** SO ORDERED ON THOSE ITEMS.



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1   **SUP. KNABE:** THEN I HELD, LET'S SEE, ITEM 34 AND I BELIEVE A  
2   MEMBER OF THE PUBLIC HELD IT AS WELL, TOO. I'M NOT SURE WHO  
3   FROM THE PUBLIC.

4  
5   **SUP. MOLINA, CHAIR:** MR. BAXTER, IF YOU'D JOIN US.

6  
7   **PETER BAXTER:** MADAM CHAIR, MEMBERS OF YOUR HONORABLE BOARD,  
8   MR. JANSSEN, LADIES AND GENTLEMEN, MY NAME IS PETER BAXTER AND  
9   I LIVE IN LOS ANGELES. IT IS RESPECTFULLY SUBMITTED THAT THIS  
10  AGENDA ITEM IS FOR CONSTRUCTION WORK WHICH IS DEPENDENT UPON  
11  THE KNOWLEDGE AND EXPERIENCE OF CIVIL ENGINEERS. THE ADOPTION  
12  OF THIS AGENDA ITEM BY YOUR HONORABLE BOARD IS PUBLIC NOTICE  
13  TO ALL THAT YOU RELY UPON THAT KNOWLEDGE AND EXPERIENCE OF  
14  CIVIL ENGINEERS TO CONDUCT THE USUAL BUSINESS OF THE COUNTY OF  
15  LOS ANGELES. THE RESPONSIBILITY IN THE TECHNICAL PROBLEM OF  
16  FIGHTING FIRE IN HIGH-RISE BUILDINGS, LIKE THE TWIN TOWERS ON  
17  9/11 IN MANHATTAN, IS OF AN ENGINEERING NATURE. THE TWIN  
18  TOWERS OF MANHATTAN BURNED TO THE GROUND ON 9/11 WITHIN ABOUT  
19  ONE HOUR OF TIME AND AT A LOSS OF LIFE TO ABOUT 3,000 VICTIMS.  
20  IF THE NONFLAMMABLE GAS OF STEAM WERE TO BE FLOWN TO THE SITE  
21  OF SUCH A FIRE AND PUMPED INTO THE OPENINGS IN THE WALLS OF  
22  THE TWIN TOWERS FROM WHICH OPENINGS CLOUDS OF SMOKE WERE  
23  BILLOWING FROM THE FIRE, THE QUESTION ARISES, WOULD THE FIRE  
24  IN SUCH A STRUCTURE GO OUT WERE STEAM TO BE PUMPED INTO THE  
25  FIRE SITE AT A PRESSURE WHICH IS GREATER THAN THE ATMOSPHERIC





**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 PRESSURE AT THE FIRE SITE? SUCH A QUESTION IS BASIC TO THE  
2 KNOWLEDGE AND EXPERIENCE OF CIVIL ENGINEERING AS A STUDY WITH  
3 A PARTICULARITY THAT IS LIKELY NOT SO SPECIFIC AND RELATED TO  
4 THE KNOWLEDGE AND EXPERIENCE OF PROFESSIONAL FIREFIGHTERS.  
5 THIS IS AN ENGINEERING QUESTION RATHER THAN A QUESTION THAT IS  
6 OF AN OPERATIONAL FIREFIGHTING NATURE, ALL OF WHICH IS  
7 RESPECTFULLY SUBMITTED, MADAM PRESIDENT. ON JANUARY 18, THE  
8 FIRE CHIEF WROTE ME A LETTER ON YOUR RECOMMENDATION, WHICH  
9 STATED THAT, IN HIS OPINION, THERE WAS LITTLE-- NO POSSIBILITY  
10 OF BEING ABLE TO FLY A SOURCE OF STEAM TO A HIGH-RISE  
11 BUILDING. SINCE THEN, I HAVE RAISED THE QUESTION OF IT BEING  
12 MORE IN LINE WITH THE DIRECTOR OF PUBLIC WORKS, WHO IS PRESENT  
13 IN THIS HEARING ROOM, I BELIEVE, TODAY AND WHO WOULD, I'M  
14 QUITE SURE, BE WILLING TO ANSWER IN TERMS OF PROFESSIONAL  
15 COMPETENCE MY QUESTION, WHICH IS WOULD IT WORK? THANK YOU,  
16 MADAM PRESIDENT.

17

18 **SUP. MOLINA, CHAIR:** THANK YOU SO MUCH, MR. BAXTER.

19

20 **SUP. KNABE:** I HAVE A QUESTION FOR THE DIRECTOR OF PUBLIC  
21 WORKS, NOT IN REGARDS TO THE HIGH-RISE STEAM. THIS IS AN  
22 UNDERPASS. THIS HAS BEEN AN ONGOING ISSUE, DON, THAT WE'VE  
23 TRIED TO WORK ON OUT THERE AND IT'S COME TO MY ATTENTION THAT  
24 THERE WERE A LOT OF DESIGN ISSUES THAT HAD BEEN COMMUNICATED  
25 AMONGST THE VARIOUS PARTIES. AND, YOU KNOW, YOU'VE GOT THE



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 HABITAT AUTHORITY, YOU'VE GOT YOUR DEPARTMENT, YOU'VE GOT  
2 OTHER STAKEHOLDERS, THE ROWLAND WATER DISTRICT. I JUST HOPE  
3 THAT, IN THE FUTURE, THAT, YOU KNOW, WE'RE SHARING THE DESIGN  
4 PARAMETERS WITH EACH OTHER SO THAT WE HAVE SOME-- WE HAD A  
5 MAJOR ISSUE AS IT RELATES TO LOCATION OF UTILITIES AND THINGS  
6 LIKE THAT ON THIS UNDERPASS. IS THIS ALL COMING BACK TO THE  
7 BOARD? THIS IS NOT APPROVING THE DESIGN TODAY, IS THAT  
8 CORRECT?

9

10 **DON WOLFE:** THAT'S CORRECT, SUPERVISOR. EXCUSE ME, MEMBERS OF  
11 THE BOARD, MY NAME IS DON WOLFE, ACTING DIRECTOR OF PUBLIC  
12 WORKS. YES, CORRECT, SUPERVISOR. THIS JUST APPROVES THE  
13 AGREEMENT BETWEEN THE HABITAT FOLKS AND THE COUNTY FOR US TO  
14 ADMINISTER THE CONSTRUCTION CONTRACT. THAT ALLOWS US TO GET  
15 THE OKAY FROM CALTRANS TO MOVE FORWARD IN ABOUT FOUR WEEKS,  
16 WE'LL BE COMING TO YOUR BOARD WITH THE FINAL PLANS AND SPECS.  
17 IN THE MEANTIME, WE WILL WORK CLOSELY WITH THE UTILITY  
18 COMPANIES AND ALL THE OTHER STAKEHOLDERS TO MAKE SURE THAT THE  
19 FINAL DESIGN PLANS ARE CONSISTENT WITH THEIR CURRENT AND  
20 FUTURE PLANNING FOR UTILITIES IN THE ROAD.

21

22 **SUP. KNABE:** OKAY. THANK YOU. MADAM CHAIR, I'D MOVE THE ITEM  
23 WITH THAT.

24

25 **SUP. MOLINA, CHAIR:** ALL RIGHT. THAT ITEM IS...



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1

2 **SUP. KNABE:** COMMENT ON THE RECORD.

3

4 **SUP. MOLINA, CHAIR:** MOVED BY SUPERVISOR KNABE, SECONDED BY  
5 SUPERVISOR ANTONOVICH. IF THERE'S NO OBJECTION, SO ORDERED.

6

7 **SUP. KNABE:** I ALSO HELD ITEM 24 AND I GUESS MY QUESTION IS TO  
8 THE C.A.O. AND TO WHOEVER MADE THIS RECOMMENDATION ON THESE  
9 NEW PROVISIONS. I JUST-- I'VE BEEN TOLD AND I JUST WANT TO  
10 HEAR PUBLICLY THAT THESE NEW PROVISIONS APPLY ONLY TO REFUGIO.  
11 IS THAT CORRECT? DAVID, DO YOU...

12

13 **C.A.O. JANSSEN:** I THINK DR. SANDERS IS GOING TO ANSWER THAT.

14

15 **SUP. KNABE:** AND I GUESS THE OTHER-- WHILE YOU'RE ADDRESSING  
16 THAT, SPECIFIC TO THAT GROUP HOME THAT WHAT WILL THE POTENTIAL  
17 IMPACT OF THIS BE, THESE NEW MEASURES HAVE ON OTHER GROUP  
18 HOMES AND FOSTER FAMILY AGENCIES AND IS IT-- WE GOING TO SORT  
19 OF BE THE UNNECESSARY CONTROL ISSUE, AGAIN, OR ARE WE GOING TO  
20 HAVE TO GO BACK THROUGH THAT OR-- WHAT'S-- WHAT'S THE IMPACT?

21

22 **DR. DAVID SANDERS:** SUPERVISOR KNABE, DAVID SANDERS, DIRECTOR  
23 OF CHILDREN AND FAMILY SERVICES. THE STRUCTURE OF THE CONTRACT  
24 WITH REFUGIO INCLUDES A NUMBER OF ADDITIONAL MEASURES THAT WE  
25 THINK STRENGTHEN FISCAL ACCOUNTABILITY FOR THAT CONTRACT



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 SPECIFICALLY BUT ARE ALSO GUIDELINES AS WE MOVE INTO THE  
2 FUTURE. WITH THE BOARD MOTION IN OCTOBER THAT DIRECTED US TO  
3 LOOK AT STRENGTHEN FISCAL ACCOUNTABILITY MEASURES, THE PROCESS  
4 WAS THAT WE SENT THOSE ACCOUNTABILITY MEASURES OUT TO GROUP  
5 HOMES AND F.F.A.S AND WE WOULD RECEIVE FEEDBACK. AND SO WE'RE  
6 IN THE PROCESS NOW OF RECEIVING FEEDBACK AND THAT CAN  
7 CERTAINLY RESULT IN MODIFICATIONS OF THE LANGUAGE THAT WE  
8 ULTIMATELY SUBMIT FOR THE NEW F.F.A. AND GROUP HOME CONTRACTS.  
9 BUT WE THINK THAT THERE ARE PROVISIONS IN REFUGIO'S CONTRACT  
10 THAT WILL HELP US AS WE MOVE INTO THE FUTURE.

11

12 **SUP. KNABE:** BUT WE'RE ALSO BEING TOLD THEY'RE SPECIFIC TO  
13 REFUGIO. SO, I MEAN, ARE ALL-- YOU KNOW, BECAUSE, YOU KNOW, WE  
14 WENT THROUGH THIS WHOLE ISSUE AND I DON'T WANT TO REOPEN IT  
15 AGAIN. I THOUGHT WE HAD SOME RESOLVE TO THIS BUT THERE IS  
16 CONCERN BEING EXPRESSED THAT THIS PARTICULAR CONTRACT COULD  
17 OPEN UP SOME RATHER UNNECESSARY CONTROLS IN MONITORING BECAUSE  
18 OF THE WAY THIS CONTRACT WAS WRITTEN.

19

20 **DR. DAVID SANDERS:** SUPERVISOR KNABE, THIS CONTRACT IS SPECIFIC  
21 TO REFUGIO AND SO ANY FUTURE CONTRACT LANGUAGE WILL BE  
22 DEPENDENT ON WORK WITH BOTH F.F.A.S AND GROUP HOMES AND THEN  
23 WOULD BE BROUGHT BACK LATER IF THERE ARE TO BE CHANGES TO THE  
24 BOARD BUT THIS IS SPECIFIC TO REFUGIO.

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1    **SUP. KNABE:** OKAY. THANK YOU.

2

3    **SUP. ANTONOVICH:** CAN A ASK A QUESTION?

4

5    **SUP. MOLINA, CHAIR:** SUPERVISOR ANTONOVICH.

6

7    **SUP. ANTONOVICH:** HAVE ALL OF THE RECOMMENDATIONS OF THE  
8    AUDITOR-CONTROLLER BEEN IMPLEMENTED?

9

10    **DR. DAVID SANDERS:** WITHIN THE CONTRACT OF REFUGIO, YES.

11

12    **SUP. ANTONOVICH:** AND THE MONITORING WILL BE IN PLACE TO ENSURE  
13    THAT...

14

15    **DR. DAVID SANDERS:** YES. ACTUALLY, THE MONITORING WILL OCCUR.  
16    THE TWO DEPARTMENTS WILL BE INVOLVED, CHILDREN AND FAMILY  
17    SERVICES AND THE AUDITOR-CONTROLLER IN MONITORING AND WE WILL  
18    HAVE-- WE'VE LAID OUT A SCHEDULE THAT'S ACTUALLY A THREE-MONTH  
19    SCHEDULE FOR DIRECTOR MONITORING OF THE AGENCY AS WELL AS A  
20    MONTHLY REPORT BACK.

21

22    **SUP. ANTONOVICH:** AND HAVE YOU LOOKED AT THE OTHER CONTRACTS,  
23    AND HOW MANY HAVE YOU REVIEWED THAT THEY'RE ALL COMPLYING NOW?

24



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 **DR. DAVID SANDERS:** SUPERVISOR ANTONOVICH, THERE ARE A COUPLE  
2 OF PROCESSES IN PLACE RIGHT NOW. THE AUDITOR DOES ROUTINE  
3 MONITORING OF F.F.A.S AND OF GROUP HOMES AND I'M NOT SURE OFF  
4 THE TOP OF MY HEAD THE NUMBER THAT THEY HAVE MONITORED AND  
5 THEN WE WORK WITH THEM IN IMPLEMENTING CORRECTIVE ACTION PLANS  
6 FOR PROVIDERS THAT ARE OUT OF COMPLIANCE WITH EXPENDITURES.

7

8 **SUP. ANTONOVICH:** PERHAPS YOU CAN GIVE US A REPORT ON HOW MANY  
9 HAVE BEEN REVIEWED AND HOW MANY ARE PENDING.

10

11 **DR. DAVID SANDERS:** SURE.

12

13 **SUP. ANTONOVICH:** AND THE TIME FRAME THAT THEY'LL ALL BE  
14 COMPLETED.

15

16 **SUP. MOLINA, CHAIR:** IS THAT ALL YOUR QUESTIONS? ALL RIGHT. I'M  
17 ASKING THAT THIS ITEM BE CONTINUED FOR TWO WEEKS. I'VE TALKED  
18 TO THE AUDITOR. HERE'S MY CONCERN AND I'VE ASKED STAFF AS  
19 WELL. I'M WORRIED ABOUT THIS NONPROFIT. I UNDERSTAND IT'S  
20 RESTRUCTURED ITSELF, I UNDERSTAND IT'S EVEN REINVENTED ITSELF.  
21 I'VE SERVED ON NONPROFITS AND I DON'T UNDERSTAND HOW THEY WERE  
22 ABLE TO REMOVE SO MANY OF THEIR BOARD OF DIRECTORS AND HOW  
23 THEY STRAIGHTENED THEMSELVES UP. I DON'T UNDERSTAND THAT THEY  
24 HAVE TOTAL FREEDOM FROM THE EXECUTIVE DIRECTOR, ALTHOUGH I'M  
25 TOLD THAT THERE IS SOME FREEDOM FROM THAT. I DON'T KNOW IF



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1   THERE'S ANY PENDING LAWSUITS THAT ARE GOING TO BE INHERITED BY  
2   THIS AGENCY, CONSIDERING ALL THE CHAOS THAT WAS GOING ON. AND  
3   SO I'VE ASKED THE AUDITOR TO LOOK AT SOME OF THESE ISSUES AND  
4   TO REPORT BACK. IT'S ONE THING THEY CAN TELL US ALL THESE  
5   BOARD MEMBERS ARE GONE BUT I DON'T UNDERSTAND THAT TO HAVE  
6   BEEN REALLY ASKED WITH THE KIND OF CLARITY. I JUST DON'T WANT  
7   IT-- I WANT TO INHERIT THIS NEW, IMPROVED ORGANIZATION BUT I'M  
8   VERY NERVOUS HOW, ALL OF A SUDDEN, IT'S REINVENTING ITSELF,  
9   AND I HAVE SAT ON NONPROFITS THAT HAVE A HECK OF A TIME TRYING  
10   TO DO SO. SO I'M TRYING TO UNDERSTAND HOW THAT ALL HAPPENED  
11   AND THE ACCOUNTABILITY THAT WE HAVE. I JUST DON'T WANT TO  
12   CREATE SOMETHING ELSE THAT, IN THE BACKGROUND, ARE STILL  
13   LURKING, SOME FOLKS THAT MAY HAVE STILL THEIR FINGERS IN THE  
14   POT ON THIS. AND THAT'S WHAT I'M WORRIED ABOUT.

15

16   **SUP. BURKE:** MADAM CHAIR, COULD WE ADD TO THAT, I'D LIKE TO GET  
17   AN UPDATE ON WHAT HAS HAPPENED WITH THEIR FUNDRAISING ARM.  
18   WILL THAT CONTINUE OR HAS IT BEEN TERMINATED?

19

20   **DR. DAVID SANDERS:** SUPERVISOR BURKE, AS PART OF THE CORRECTIVE  
21   ACTION PLAN, IT ACTUALLY IS ONE OF THE INITIAL NONNEGOTIABLES  
22   WE HAVE COMMUNICATED TO REFUGIO. THEY NEEDED TO DISCONTINUE  
23   THE FUNDING THAT THEY HAD BEEN PUT INTO THEIR FUNDRAISING ARM.

24





**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1   **SUP. BURKE:** BUT THERE WILL BE A FUNDRAISING ARM? SEE, THAT'S  
2   THE ISSUE. I THINK THAT, AS LONG AS YOU HAVE IT, IT RAISES A  
3   NUMBER OF QUESTIONS. I DON'T KNOW WHETHER ALL THESE OTHER  
4   F.A.A.S HAVE FUNDRAISING ARMS.

5

6   **DR. DAVID SANDERS:** SUPERVISOR BURKE, ACTUALLY, THERE ARE  
7   CERTAINLY SOME OF THE GROUP HOMES AND F.F.A.S DO HAVE  
8   FUNDRAISING ARMS. PART OF THE CONCERN WAS THE AMOUNT OF MONEY  
9   THAT WENT INTO THE FUNDRAISING FOR REFUGIO BUT THERE ARE OTHER  
10  AGENCIES THAT HAVE FUNDRAISING ARMS.

11

12  **SUP. BURKE:** OF COURSE, THEY RAISED NO MONEY. THEY WERE PAID  
13  \$600,000 AND THEY DIDN'T RAISE ANYTHING. I REALLY WOULD LIKE  
14  TO SEE HOW IT'S RESTRUCTURED. I'D FEEL A LITTLE BIT MORE IF  
15  THERE WAS NO FUNDRAISING ARM BECAUSE THEY CERTAINLY CAN HAVE  
16  THE ABILITY TO RAISE FUNDS WITHOUT HAVING AN ORGANIZED  
17  STRUCTURE WITHIN IT TO BE-- THAT'S DESIGNATED-- WITH A  
18  DIRECTOR. WILL IT HAVE A DIRECTOR OF FUNDRAISING?

19

20  **DR. DAVID SANDERS:** SUPERVISOR BURKE, LET ME KIND OF ANSWER  
21  THAT IN THE CONTEXT OF THE AGREEMENT THAT WE HAVE. ONE OF THE  
22  REQUIREMENTS OF THE AGREEMENT IS A MONTHLY FINANCIAL REPORT  
23  THAT THEY WILL PROVIDE AND SO WHAT WE'VE MADE CLEAR IS THAT  
24  THE FUNDING FOR YOUTH AND FOSTER CARE NEEDS TO GO TO SERVICING  
25  YOUTH AND FOSTER CARE. AND SO-- AND THEY WILL BE REPORTING



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 THAT TO US ON A MONTHLY BASIS AND WE'LL BE ABLE TO MONITOR  
2 WHETHER ANY OF THE FUNDS ARE BEING DIVERTED TO GO INTO  
3 FUNDRAISING OR ANYTHING ELSE BUT THE FOCUS IS ON ASSURING THAT  
4 FOSTER CARE DOLLARS ARE GOING TO SERVE FOSTER CHILDREN AND  
5 HAVING A MONTHLY REPORT IN THAT WE CAN MONITOR.

6

7 **SUP. BURKE:** DO THE OTHER F.F.A.S HAVE A SPECIFIC ARM OF  
8 FUNDRAISING OR DO THE DIRECTORS JUST DO THAT AS PART OF THEIR  
9 RESPONSIBILITY?

10

11 **DR. DAVID SANDERS:** SUPERVISOR BURKE, PERHAPS I CAN GET FURTHER  
12 INFORMATION ON THAT AND REPORT BACK TO YOU. THE CONCERN IS THE  
13 USE OF FOSTER CARE SERVICES TO SUPPORT THE FUNDRAISING ARM AND  
14 SO...

15

16 **SUP. BURKE:** I UNDERSTAND, I UNDERSTAND THAT BUT IF YOU HAVE IT  
17 THERE AND YOU HAVE PEOPLE WHO ARE WORKING IN A FUNDRAISING  
18 CAPACITY, IT'S A REAL PROBLEM IN TERMS OF MAKING SURE THAT THE  
19 DOLLARS ARE NOT COMMINGLED. HOWEVER, MOST PEOPLE EXPECT THAT  
20 YOU'RE PAYING A DIRECTOR AND, AS PART OF THAT DIRECTOR'S  
21 RESPONSIBILITY, THEY DO SOME FUNDRAISING IN TERMS OF RAISING  
22 MONEY FOR INCIDENTAL THINGS. BUT I WOULD FEEL A LITTLE BIT  
23 MORE COMFORTABLE IF THAT WAS JUST PART OF THE RESPONSIBILITY.  
24 IF THE PERSON IS PAID ANYTHING NEAR WHAT THE LAST PERSON WAS  
25 PAID, IT WOULD CERTAINLY BE ADEQUATE FOR THEM TO DO SOME



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 FUNDRAISING AND I WOULD BE-- UNDERSTAND THAT THAT MIGHT BE ONE  
2 OF THEIR RESPONSIBILITIES. AND LET ME ADD, TODAY, IT'S MUCH  
3 MORE DIFFICULT WITH NONPROFITS THAN IT WAS TWO OR THREE YEARS  
4 AGO. THE REQUIREMENTS ARE TOTALLY DIFFERENT TODAY. AND THEY'RE  
5 GOING TO HAVE TO COMPLY WITH DIFFERENT SET OF RULES. SINCE  
6 SORBAY AND OXY, YOU JUST CAN'T COMPLY THE WAY THEY USED TO.

7

8 **SUP. MOLINA, CHAIR:** ALL RIGHT. SO, THEN, THAT ITEM IS  
9 CONTINUED FOR TWO WEEKS. THANK YOU SO MUCH, DR. SANDERS.

10

11 **DR. DAVID SANDERS:** THANK YOU.

12

13 **SUP. MOLINA, CHAIR:** WERE THOSE ALL OF YOUR ITEMS, MR. KNABE?

14

15 **SUP. KNABE:** LET ME JUST DOUBLE CHECK HERE.

16

17 **SUP. MOLINA, CHAIR:** IF YOU DON'T MIND, I'D LIKE TO CALL UP  
18 ITEM 22 BECAUSE WE HAVE ALL OF THESE SHERIFF'S PERSONNEL  
19 SITTING THERE WAITING FOR THAT.

20

21 **SUP. KNABE:** OKAY, GO AHEAD. YOU'RE GOING TO CALL UP 22 RIGHT  
22 NOW? OKAY. ALL RIGHT. I'LL DOUBLE CHECK HERE TO SEE WHAT ELSE  
23 I HAVE.

24



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1    **SUP. MOLINA, CHAIR:** I HAVE A MOTION. ITEM 22. THIS IS ANOTHER  
2    SHERIFF'S ITEM, AND THIS IS-- THE COUNTY HAD SET ASIDE THE \$10  
3    MILLION TO IMPROVE ITS JAIL MEDICAL SERVICES. WE RECEIVED THE  
4    REPORTS AND I WAS IMPRESSED BUT THEY HAVE TO HIRE 141 PEOPLE,  
5    I GUESS, BY THIS CALENDAR YEAR, SO IT WILL BE INTERESTING. SO  
6    IT'S QUITE A CHALLENGE FOR ANY OF US THAT WOULD BE ABLE TO DO  
7    THAT BUT WE NEED TO TRACK THE EFFORT AND TO MONITOR OUR  
8    SUCCESS IN HIRING THIS KIND OF HEALTHCARE PROFESSIONALS  
9    BECAUSE THE REALITY IS WE HAVE TO UNDERSTAND HOW IT'S WORKING  
10    AND WHERE THEY'RE GETTING THE FOLKS. WE WOULD LIKE SOME  
11    ASSISTANCE IN GETTING RECOGNIZED BECAUSE MOST OF THEM ARE  
12    NURSES AS WELL AS PHARMACISTS. SO I'M ASKING THE C.A.O. TO  
13    MAINTAIN A PORTION OF THE FUNDS TO BE USED FOR PERSONNEL  
14    COSTS, 3.4 MILLION IN THIS FISCAL YEAR AND 10 MILLION FOR NEXT  
15    YEAR IN THE PROVISIONAL FINANCING USES BUDGET AND TO DELEGATE  
16    AUTHORITY TO THE C.A.O. IN OTHER WORDS, NOT OUR BOARD, BUT IT  
17    GOES TO THE C.A.O. TO TRANSFER THE APPROPRIATE FUNDS TO THE  
18    SHERIFF'S DEPARTMENT AS THE DEPARTMENT HIRES ITS PERSONNEL. I  
19    FURTHER MOVE THE C.A.O., IN PARTNERSHIP WITH THE SHERIFF'S  
20    DEPARTMENT, REPORT EVERY THREE MONTHS IN WRITING ON THE STATUS  
21    OF HIRING AND RETAINING HEALTHCARE PERSONNEL IN OUR JAILS. AND  
22    THIS IS, AGAIN, ONLY BECAUSE WE HAVE A HIRING PROBLEM WITH ALL  
23    OF THESE KINDS OF POSITIONS AND I'D LIKE TO MAKE SURE THAT  
24    IT'S GOING TO PEOPLE IN ORDER TO MAINTAIN OUR JAIL MEDICAL  
25    SERVICES. WE'VE RECEIVED A LOT OF MALPRACTICE LAWSUITS FROM



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 THAT AND IT'S COSTING US MORE THAN WE'RE PUTTING IN TO HIRE  
2 THE PERSONNEL NECESSARY. SO IT ISN'T-- WE DON'T DO IT. THEY  
3 COME BACK TO YOU AND YOU AUTHORIZE IT. MOVED AND SECONDED. ANY  
4 QUESTIONS?

5

6 **SUP. YAROSLAVSKY:** I DO HAVE A QUESTION. I LIKE THE IDEA VERY  
7 MUCH. I'VE TALKED TO THE C.A.O. FOR A NUMBER OF YEARS ABOUT--  
8 AS A BUDGETARY TECHNIQUE TO DO EXACTLY WHAT YOU'RE SUGGESTING  
9 HERE, WHICH IS UNTIL-- I MEAN, IT'S THE ONE WAY TO DEAL WITH  
10 THE ISSUE AT THE SHERIFF'S DEPARTMENT, WHERE THEY HAVE CERTAIN  
11 CONSTITUTIONAL FLEXIBILITY AND WE FIND OUT LATER IN THE YEAR  
12 THAT THEY DIDN'T SPEND THE MONEY ON WHAT WE THOUGHT WE HAD  
13 APPROPRIATED IT FOR. SO, WITH THAT PREAMBLE, WHAT DO YOU SEE,  
14 DAVID, AS THE TRIGGER THAT WOULD BE SUFFICIENT FOR YOU TO  
15 RELEASE THE MONEY? IS IT ONCE PEOPLE ARE HIRED? IS IT A  
16 PROMISE TO HIRE? IS IT...

17

18 **C.A.O. JANSSEN:** I DON'T-- I WOULD SAY ONCE THE-- THE SHERIFF  
19 JUST NEEDS TO KNOW THAT THEY'RE GOING TO GET THE MONEY AND  
20 THEY'RE GOING TO GET THE MONEY AT THE POINT AT WHICH THEY  
21 START SPENDING IT. THAT'S WHAT THEY NEED TO KNOW. SO I PRESUME  
22 THAT'S AT THE TIME SOMEBODY COMES ON BOARD.

23

24 **SUP. YAROSLAVSKY:** SO ONCE THEY ARE HIRED, THEN YOU-- YOU WOULD  
25 NOT RELEASE THE FUNDS UNTIL ONCE THEY ARE HIRED AND THEY ARE--



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 OR ONCE THEY'RE ON THE PAYROLL, FOR THE PURPOSE THAT THIS WAS  
2 ORIGINALLY APPROPRIATED FOR OR RESERVED FOR.

3

4 **C.A.O. JANSSEN:** RIGHT. AND WE WOULD REIMBURSE THEM, NOT FROM  
5 THE TIME WE AUTHORIZE IT BUT FROM THE TIME THEY ACTUALLY SPEND  
6 THE MONEY-- START SPENDING THE MONEY, OBLIGATING THE MONEY.

7

8 **SUP. YAROSLAVSKY:** SO THAT WHEN THEY COME TO YOU AND SAY, "WE  
9 HAVEN'T BEEN ABLE TO HIRE THESE FOLKS BUT WE REALLY NEED 20  
10 FOLKS OVER HERE FOR SOMETHING TOTALLY UNRELATED," CAN YOU  
11 JUST...

12

13 **C.A.O. JANSSEN:** WE DON'T DO IT. WE DON'T DO IT.

14

15 **SUP. YAROSLAVSKY:** THEY HAVE TO COME BACK TO THE BOARD?

16

17 **C.A.O. JANSSEN:** YOU'RE AUTHORIZING 141 SPECIFIC POSITIONS FROM  
18 NURSE MANAGERS TO PHARMACISTS TO MEDICAL RECORD SUPERVISORS.  
19 THAT'S WHAT YOU'RE AUTHORIZING. THAT'S WHAT WE'RE GOING TO  
20 REIMBURSE. WITHOUT COMING TO YOU.

21

22 **SUP. YAROSLAVSKY:** I THINK IT'S REALLY INCUMBENT UPON YOUR  
23 STAFF, YOU AND YOUR STAFF TO-- ESPECIALLY SINCE THIS IS ONE OF  
24 THE FIRST TIMES, IF NOT THE FIRST TIME WE'VE ACTUALLY DONE  
25 THIS TO THIS EXTENT, THAT YOU MAKE SURE IT WORKS THE WAY IT'S



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 INTENDED BECAUSE I THINK IF IT DOESN'T, THERE ARE GOING TO BE  
2 SOME UPSET PEOPLE AND IF IT DOES, IT COULD BE A VEHICLE FOR  
3 BUDGET HEARING ACCOUNTABILITY DOWN THE LINE WHERE WE HAVEN'T  
4 HAD SOME. SO I REALLY-- I LIKE THIS IDEA AND I'M GLAD MS.  
5 MOLINA HAS BROUGHT IT IN.

6

7 **C.A.O. JANSSEN:** AND WE'LL REPORT MONTHLY TO THE BUDGET  
8 DEPUTIES AS WELL AS WE GO ALONG TO KEEP EVERYONE INFORMED ON  
9 HOW IT'S WORKING.

10

11 **SUP. YAROSLAVSKY:** OKAY.

12

13 **SUP. MOLINA, CHAIR:** ALL RIGHT. AS AMENDED, NO OBJECTION, SO  
14 ORDERED. NOW YOU'RE FREE TO GO, GENTLEMEN.

15

16 **SUP. KNABE:** SUPERVISOR MOLINA, I DID HAVE-- SUPERVISOR MOLINA,  
17 I DID HAVE A READ-IN MOTION AS IT RELATED TO THE OTHER ITEM I  
18 HAD.

19

20 **SUP. MOLINA, CHAIR:** WHAT OTHER ITEM?

21

22 **SUP. KNABE:** THE ONE THAT WE JUST APPROVED PREVIOUSLY THAT I  
23 HELD IN REGARDS TO THE REFUGIO ISSUE BUT I HAD ANOTHER GROUP  
24 HOME ISSUE AND I HAVE A READ-IN MOTION FOR NEXT WEEK. YOU  
25 ASKED ME IF I HAD ANY OTHER ITEMS BEFORE YOU...





**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1

2 **SUP. MOLINA, CHAIR:** OH, I SEE. I'M SORRY. OH, YOU WANT TO READ  
3 IT IN NOW AND IT'LL BE PUT OVER FOR NEXT MONTH-- I MEAN NEXT--  
4 TWO WEEKS.

5

6 **SUP. KNABE:** YEAH, I READ AN ARTICLE IN YESTERDAY'S DAILY BRIEF  
7 REGARDING THE CONDITIONS OF A GROUP HOME IN HARBOR CITY. I WAS  
8 EXTREMELY CONCERNED THAT ONE OF OUR COMMISSIONERS WITH THE  
9 SYBIL BRAND COMMISSION BROUGHT THE CONDITIONS FOUNDED THIS  
10 HOME TO THE DEPARTMENT'S ATTENTION, YET NO ACTION WAS TAKEN.  
11 AFTER MY OFFICE BECAME INVOLVED IN THIS ISSUE, I UNDERSTAND  
12 THAT THE DEPARTMENT DID SEND STAFF OUT TO THE GROUP HOME. THEY  
13 CONCURRED WITH THE COMMISSION'S INSPECTION AND THEN TOOK  
14 APPROPRIATE ACTION TO ENSURE THE GROUP HOME COMPLIED WITH ALL  
15 THE NECESSARY MODIFICATIONS IDENTIFIED IN THE INSPECTIONS.  
16 HOWEVER, I WAS CONCERNED THAT A COMMUNICATION EXISTS BETWEEN  
17 THE COMMISSION AS WELL AS THE DEPARTMENT AND, AS A RESULT, AND  
18 MAYBE OTHER PERHAPS MORE SIGNIFICANT PROBLEMS WOULD BE  
19 IDENTIFIED WITHOUT APPROPRIATE FOLLOW-UP. SO I WOULD MOVE THAT  
20 THE DIRECTOR OF THE DEPARTMENT OF CHILDREN AND FAMILY  
21 SERVICES, WORKING IN PARTNERSHIP WITH THE SYBIL BRAND  
22 COMMISSION, REPORT BACK TO THE BOARD IN A COUPLE OF WEEKS  
23 REGARDING THE REPORTING RELATIONSHIP BETWEEN THE TWO ENTITIES  
24 WITH REGARDS TO GROUP HOME INSPECTIONS AND IDENTIFY MEASURES  
25 TO BE PUT INTO PLACE TO ENSURE THAT THE REPORTS OF



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 UNSATISFACTORY CONDITIONS ARE FOLLOWED UP ON WITH APPROPRIATE  
2 ACTION TAKEN AS NECESSARY. AND I THINK WE CAN-- I CAN MOVE  
3 THAT BECAUSE IT'S JUST A REPORT BACK.

4

5 **RAY FORTNER:** YES, MADAM CHAIR, SUPERVISOR KNABE, YOU COULD DO  
6 THIS TODAY AS A REPORT BACK.

7

8 **SUP. KNABE:** OKAY. SO I WOULD MOVE THAT ITEM THEN.

9

10 **SUP. MOLINA, CHAIR:** ALL RIGHT. WE'RE GOING TO MOVE THIS ITEM  
11 AND CONTINUE THE ITEM UNDER WHICH IT'S...

12

13 **SUP. KNABE:** NO, NO. WE-- YEAH.

14

15 **SUP. MOLINA, CHAIR:** THAT'S CORRECT. SO IF THERE'S NO  
16 OBJECTION, THIS MOTION CAN BE APPROVED TODAY. WE WILL CONTINUE  
17 THE OTHER ITEM FOR TWO WEEKS. IS THERE ANY OBJECTION? IT'S  
18 BEEN MOVED AND SECONDED BY SUPERVISOR ANTONOVICH. IF THERE'S  
19 NO OBJECTION, SO ORDERED ON THAT ITEM.

20

21 **SUP. KNABE:** THAT'S ALL I HAVE.

22

23 **SUP. MOLINA, CHAIR:** THAT'S ALL YOU HAVE. SUPERVISOR  
24 ANTONOVICH?

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1    **SUP. ANTONOVICH:** I'D LIKE TO MOVE THAT WE ADJOURN IN MEMORY OF  
2    DR. BONNIE WEST CARUSO. SHE WAS A FORMER PROFESSOR AT LOS  
3    ANGELES, OF L.A. COLLEGE AND LOS ANGELES PIERCE COLLEGE AND  
4    THE UNIVERSITY OF PHOENIX. ANTHONY "AL" CARUSO, FROM THE-- HE  
5    WAS ACTIVE IN THE BURBANK CHAMBER OF COMMERCE AND ACTIVE  
6    MEMBER OF THE LOS FELIZ LYON'S CLUB, PARTICIPATED IN MANY OF  
7    THE FUNDRAISING EVENTS FOR THE BLIND, THE CHRISTMAS PARADES  
8    AND THEIR ANNUAL SPAGHETTI DINNERS. IN MEMORY OF CHERIE  
9    BELISLE, WHO IS RETIRED FROM THE LANCASTER WORKFORCE SERVICE  
10   DEPARTMENT OF PUBLIC SOCIAL SERVICES. JOHN STANLEY DICKEY,  
11   RETIRED FROM LOS ANGELES COUNTY FLOOD CONTROL AS VALUATION  
12   ENGINEER. JOHN GLEASON, RETIRED SERGEANT, LOS ANGELES COUNTY  
13   SHERIFF'S DEPARTMENT, WHO RETIRED IN MARCH OF 1985. MARILYN  
14   HECKER, LONG-TIME EDUCATOR FOR THE L.A. UNIFIED SCHOOL  
15   DISTRICT. SHE SPENT 22 YEARS AT LAWRENCE JUNIOR HIGH IN  
16   CHATSWORTH, WHERE SHE WAS THE MUSIC DEPARTMENT CHAIR AND WAS  
17   HONORED AS A NOMINEE FOR THE BRAVO AWARD AND NAMED TEACHER OF  
18   THE YEAR IN THE 1988/'89 BY THE CHATSWORTH CHAMBER OF  
19   COMMERCE. JESSE LEVY, RETIRED SERGEANT, LOS ANGELES COUNTY  
20   SHERIFF'S DEPARTMENT. HE RETIRED IN 1974. PETER DURST MARTIN,  
21   WHO IS THE SON OF GRETCHEN MARTIN, FORMER REPRESENTATIVE FOR  
22   CONGRESS. AND BUCK MCKEON AND REPRESENTATIVE FOR COUNCILMAN  
23   DENNIS ZINE. HE'S HER SON. HE WAS KILLED IN A MOTORCYCLE  
24   ACCIDENT. HE WAS AN EXECUTIVE WITH DATA NETWORK ACCOUNTANT IN  
25   SILICON VALLEY AND ALSO WAS A RESERVE OFFICER, POLICE OFFICER



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 AT THE SAN JOSE POLICE DEPARTMENT. AND JOSEPH OBLEK, RETIRED  
2 SERGEANT, LOS ANGELES COUNTY SHERIFF'S DEPARTMENT. HE RETIRED  
3 IN 1997. PHYLLIS KATHRYN STORMS. SHE WAS NAMED ONE OF THE  
4 FINEST CRAFT ARTISTS FOR HER SPINNING, WEAVING AND EMBROIDERY  
5 BY THE CALIFORNIA NATURAL HISTORY MUSEUM AND SHE WAS A  
6 GRADUATE OF NORTHWESTERN UNIVERSITY. MAZREE PORTER, FIRST  
7 WOMAN TO BE PROMOTED TO SUPERVISORIAL DEPUTY IN LOS ANGELES  
8 COUNTY PROBATION DEPARTMENT'S CAMP PROGRAM. SHE RETIRED AS A  
9 PROBATION DIRECTOR OF THE SAN FERNANDO VALLEY JUVENILE HALL  
10 AFTER 27 YEARS OF SERVICE. AND LINDA SPANGLER, WHO WAS A  
11 RESIDENT OF THE ANTELOPE VALLEY. SHE WAS THE WIFE OF RON, WHO  
12 IS A LAW ENFORCEMENT TECHNICIAN IN THE VALLEY AND ALSO JUDGE  
13 BONNIE LEE BARTON. THAT'S ALL I HAVE.

14

15 **SUP. MOLINA, CHAIR:** ALL RIGHT. SO ORDERED ON THOSE  
16 ADJOURNMENTS.

17

18 **SUP. ANTONOVICH:** DID YOU DO NUMBER 4?

19

20 **SUP. MOLINA, CHAIR:** I DON'T THINK SO. WE DIDN'T HOLD NUMBER 4.

21

22 **SUP. ANTONOVICH:** SOMEBODY HELD-- OH, EXCUSE ME. NUMBER 6. I'M  
23 SORRY.

24



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1    **SUP. MOLINA, CHAIR:** NUMBER 6. IT WAS HELD BY A MEMBER OF THE  
2    PUBLIC. MR. ROBINSON. MR. ROBINSON? ITEM NUMBER 4.

3

4    **RICHARD ROBINSON:** MADAM CHAIRWOMAN, MEMBERS RICHARD ARNOLD  
5    ROBINSON. JACKIE ROBINSON WAS A STUDENT WITH FORMER LOS  
6    ANGELES MAYOR TOM BRADLEY DURING THE '40S, AFTER THE SECOND  
7    WORLD WAR, AT THE UNIVERSITY OF CALIFORNIA AT LOS ANGELES. AS  
8    APRIL 15TH, THIS COMING FRIDAY, IS JACKIE ROBINSON DAY. AS YOU  
9    REMEMBER JACKIE ROBINSON, PLEASE REMEMBER ALSO MR. BRADLEY.  
10    MR. BRADLEY, FORMER MAYOR TOM BRADLEY, DURING THE '40S, AFTER  
11    THE SECOND WORLD WAR, WAS A CLASSMATE. MR. BRADLEY WAS RUNNING  
12    TRACK. JACKIE ROBINSON WAS PLAYING BASEBALL. IN '49, I  
13    BELIEVE, JACKIE ROBINSON BECAME THE FIRST BLACK MAJOR LEAGUE  
14    BASEBALL PLAYER. MR. BRADLEY'S INSPIRATIONAL EXAMPLE IN THAT--  
15    PLEASE REMEMBER ALSO THE LEGACY HE HANDED DOWN AS A MARK OF  
16    COURAGE, ACCOMPLISHMENT, DIGNITY AND RESPECT. THE IMPACT THAT  
17    MR. BRADLEY LEAVES IS A LEGACY THAT INSPIRES. THIS 20 YEARS  
18    CANNOT BE OVERESTIMATED. I CAN'T THINK OF ANY MAYOR THAT LOS  
19    ANGELES HAS-- WILL HAVE AS INSPIRING AS JACKIE ROBINSON'S  
20    FORMER CLASSMATE. SO, AS YOU GO TO MAIL YOUR TAXES APRIL 15TH,  
21    FRIDAY, DON'T FORGET THAT JACKIE ROBINSON DAY IS A DAY THAT WE  
22    SHOULD ALL PAUSE AND REMEMBER THE TREMENDOUS IMPACT OF THAT  
23    ONE PERSON, JACKIE ROBINSON'S CLASSMATE, FORMER MAYOR AND I  
24    SAY IT WITH A TREMENDOUS AMOUNT OF EMOTION. THE SPHINX OF LOS  
25    ANGELES' CITY HALL. THANK YOU.



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1

2 **SUP. MOLINA, CHAIR:** THANK YOU, MR. ROBINSON. THAT ITEM IS  
3 MOVED BY SUPERVISOR ANTONOVICH, ITEM NUMBER 6, SECONDED BY  
4 SUPERVISOR BURKE. IF THERE'S NO OBJECTION, SO ORDERED.

5

6 **SUP. ANTONOVICH:** I HAD CONTINUED 12 BUT SOMEBODY WANTED TO  
7 SPEAK ON IT.

8

9 **SUP. MOLINA, CHAIR:** YES. ITEM NUMBER 12. DR. CLAVREUL AND MISS  
10 GILLIAM. YOU THINK SHE'S GONE? SHE'S LEFT? DR. CLAVREUL. ITEM  
11 NUMBER 12.

12

13 **DR. GENEVIEVE CLAVREUL:** GOOD AFTERNOON, BOARD OF SUPERVISORS.  
14 AGAIN, I WANT TO VOICE MY OPINION. I DO NOT WANT NAVIGANT TO  
15 GET ANY MORE MONEY BEYOND THE 13.2 MILLION AGREED TO. WHAT  
16 HAPPENED TODAY SHOULD BE A GOOD EXAMPLE WHY WE SHOULD NOT GIVE  
17 THEM ANY MORE MONEY. THINGS ARE STILL NOT WELL AT KING DREW  
18 AND THREE RECOMMENDATIONS GIVEN IN YOUR MOTION, MRS. MOLINA,  
19 SHOULD HAVE BEEN IMPLEMENTED BY NAVIGANT. THAT'S WHAT THEY'RE  
20 GETTING PAID FOR. AND APPARENTLY THEY'RE NOT DOING THE JOB. I  
21 THINK ANY MORE MONEY GIVEN TO THEM IS A WASTE. ALSO, ACCORDING  
22 TO THE SCOPE OF WORK, WE HAD A REPORT DUE MARCH. MARCH IS  
23 GONE. WE ARE APRIL 10. WHERE IS THAT REPORT? YOU KNOW, WE ARE  
24 PAYING 13.2 MILLION. WE HAVE THE RIGHT TO SEE THAT REPORT. AS  
25 SUPERVISOR, YOU SHOULD DEMAND IT. AND I THINK THE PUBLIC



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 SHOULD HAVE ACCESS TO IT. THINGS ARE VERY BAD AT KING DREW. I  
2 THINK, YOU KNOW, SOME OF YOU SHOULD WALK TO THE WALL-- THE  
3 HALL-- I WISH YOU COULD WALK TO THE WALL, YOU COULD ALREADY  
4 SIT BUT, YOU KNOW, TALK TO PEOPLE AND FIND OUT WHAT'S REALLY  
5 GOING ON. LIKE, YOU KNOW, THE REPORT I HAD MENTIONED EARLIER  
6 ABOUT THE NURSES AIDES BEING HIRED INSTEAD OF R.N. IN THE  
7 DOCUMENTATION, THE INFORMATION STOPPED IN SEPTEMBER. WHAT  
8 HAPPENED, YOU KNOW, OCTOBER, NOVEMBER, DECEMBER, WHEN WE HAVE  
9 THE MOST SUPPOSEDLY R.N.? I MEAN, WE'RE GETTING A LOT OF  
10 REPORTS, BOTH FROM D.H.S. AND NAVIGANT, WHO ARE USELESS.  
11 YESTERDAY, AT THE MEETING OF THE HOSPITAL ADVISORY BOARD, I  
12 WAS THERE. I SPENT AN HOUR AND A HALF TO SEE A JOKE OF A  
13 MEETING. A WASTE OF TIME. THEY DEALT WITH THE BROWN ACT BUT  
14 APPARENTLY YOUR COUNSEL, MISS ANITA LEE, I WOULD SEND HER TO  
15 A, YOU KNOW, CATCH UP COURSE ON THE BROWN ACT BECAUSE  
16 YESTERDAY, THIS TAKES AN HOUR AND A HALF BRINGING THE ISSUE OF  
17 THE BROWN ACT, ALL THE THINGS THEY COULDN'T DO BECAUSE OF THE  
18 BROWN ACT. THEY COULDN'T DO THAT. BUT ONE THING THEY COULD  
19 HAVE DONE LAST NIGHT WITHOUT BREAKING THE BROWN ACT WAS BRING  
20 AN EMERGENCY SITUATION. SO SPECIAL DEATH OF AN EMERGENCY.  
21 UNDER THE BROWN ACT, THEY HAD THE RIGHT TO LOOK AT IT, THEY  
22 HAVE THE DUTY TO LOOK AT IT. YOU SPEND A LOT OF TIME TRYING TO  
23 IDENTIFY MEMBERS FOR A ADVISORY BOARD, WHICH I WAS NOT PLEASED  
24 WITH BUT THAT'S YOUR CHOICE. BUT AT LEAST HAVE SOMEONE  
25 COMPETENT IN THE BROWN ACT TO ADVISE THE PEOPLE CLEARLY. AND





**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 YOU KNOW, OF ALL THE PEOPLE IN THE GROUP, I AM A, YOU KNOW, I  
2 LIKE TO FIGHT FOR THE BROWN ACT. YESTERDAY, IT SHOULD HAVE  
3 BEEN DEALT THE ISSUE OF THOSE DYING PATIENTS WITHOUT BEING ON  
4 THEIR AGENDA. THAT WAS AN EMERGENCY MOTION, SO I HOPE YOU WILL  
5 WORK ON THAT AND DON'T GIVE ANY MORE MONEY TO NAVIGANT BECAUSE  
6 THE THREE PEOPLE YOU ARE-- YOU KNOW, THAT MOTION YOU JUST  
7 PASSED, THAT'S PART OF THEIR SCOPE OF WORK. THEY SHOULD HAVE  
8 DONE IT. THANK YOU.

9

10 **SUP. MOLINA, CHAIR:** THANK YOU, DR. CLAVREUL. THE ITEM IS  
11 BEFORE US.

12

13 **SUP. ANTONOVICH:** I THOUGHT WE WERE CONTINUING IT FOR TWO  
14 WEEKS.

15

16 **SUP. MOLINA, CHAIR:** THAT'S RIGHT, THIS ITEM IS CONTINUED FOR  
17 TWO WEEKS.

18

19 **SUP. ANTONOVICH:** ONE WEEK OR TWO WEEKS? OKAY, BUT YOU'RE NOT  
20 HERE NEXT WEEK.

21

22 **SUP. MOLINA, CHAIR:** I'M NOT HERE NEXT WEEK. IF YOU WANT TO  
23 CONTINUE IT FOR TWO WEEKS. ALL RIGHT. I DON'T THINK WE'VE  
24 APPROVED EITHER-- WE APPROVED ITEM 50 BUT, I DON'T KNOW, DID  
25 WE APPROVE ITEM 34? TWO WEEKS. ALL RIGHT. AS FAR AS MY



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 SPECIALS, I DON'T HAVE ANY ADJOURNMENTS THIS MORNING-- I MEAN,  
2 TODAY, SO DO WE HAVE ANYONE UNDER PUBLIC COMMENT? WE HAVE NO  
3 PUBLIC COMMENT, SO IF WE CAN HAVE OUR EXECUTIVE OFFICER PLEASE  
4 READ US INTO CLOSED SESSION.

5

6 **CLERK VARONA-LUKENS:** IN ACCORDANCE WITH BROWN ACT  
7 REQUIREMENTS, NOTICE IS HEREBY GIVEN THAT THE BOARD OF  
8 SUPERVISORS WILL CONVENE IN CLOSED SESSION TO DISCUSS ITEM CS-  
9 2, CONSIDERATION OF DEPARTMENT HEAD PUBLIC EMPLOYEE  
10 PERFORMANCE EVALUATIONS; ITEM CS-3, CONSIDERATION OF  
11 CANDIDATES FOR APPOINTMENT TO THE POSITION OF CHIEF PROBATION  
12 OFFICER AND CONFERENCE WITH LABOR NEGOTIATOR MICHAEL J. HENRY,  
13 DIRECTOR OF PERSONNEL, ITEM CS-4, CONFERENCE WITH LABOR  
14 NEGOTIATORS, DAVID E. JANSSEN AND DESIGNATED STAFF. ITEM CS-5,  
15 CONFERENCE WITH REAL PROPERTY NEGOTIATORS, DAVID E. JANSSEN  
16 AND MARTHA WELLBORN WITH RESPECT TO A PROPOSED NEW LEASE  
17 AFFECTING PARCELS Q AND W-2 OF THE BUNKER HILL URBAN RENEWAL  
18 PROJECT. CS-6 AND CS-7, CONFERENCES WITH LEGAL COUNSEL  
19 REGARDING EXISTING LITIGATION. ITEM CS-1 WAS REFERRED BACK TO  
20 THE OFFICE OF COUNTY COUNSEL. THIS IS AS INDICATED ON THE  
21 POSTED AGENDA. THANK YOU.

22

23

24

25



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1       **REPORT OF ACTION TAKEN IN CLOSED SESSION ON APRIL 12, 2005**

2

3

4       The Board of Supervisors met today in Closed Session. The  
5       following action is being reported:

6

7       CS-1. CONFERENCE WITH LEGAL COUNSEL - EXISTING LITIGATION

8       Subdivision (a) of Government Code Section 54956.9. Susan L.

9       Bouman v. Leroy D. Baca, U.S. District Court Case No. CV 80-

10      1341 RMT

11

12      This is a class action lawsuit regarding past gender  
13      discrimination practices and the procedures for investigating  
14      harassment complaints within the Sheriff's Department.

15

16      This matter was taken off calendar.

17

18      CS-2. DEPARTMENT HEAD/PUBLIC EMPLOYEE PERFORMANCE EVALUATIONS

19      (Government Code Section 54957)

20

21      Consideration of Department Head/Public Employee Performance  
22      evaluations.

23

24      No reportable action was taken.



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 CS-3. PUBLIC EMPLOYMENT (Government Code Section 54957)  
2 Consider candidates for appointment to the position of Chief  
3 Probation Officer. CONFERENCE WITH LABOR NEGOTIATORS  
4 (Government Code Section 54957.6) Agency Representative:  
5 Michael J. Henry, Director of Personnel; Unrepresented  
6 Employee: Candidates for position of Chief Probation Officer.

7

8 Action Taken:

9

10 Pursuant to County Code Section 2.06.010, the Board of  
11 Supervisors appointed Paul Higa to the position of Probation  
12 Officer effective April 20, 2005, and instructed the Director  
13 of Personnel to negotiate an annual salary.

14

15 The Board also instructed the Director of Personnel to execute  
16 an at-will employment contract which is approved as to form by  
17 the County Counsel subsequent to approval of an annual salary  
18 for Paul Higa by the Board of Supervisors.

19

20 The vote of the Board of Supervisors was unanimous with all  
21 Supervisors being present.

22

23 CS-4. CONFERENCE WITH LABOR NEGOTIATORS (Government Code  
24 Section 54957.6) Agency designated representatives: David E.  
25 Janssen, Chief Administrative Officer, and designated staff.



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 Employee Organization(s) for represented employees: The  
2 Coalition of County Unions, AFL-CIO; Local 660, SEIU, AFL-CIO;  
3 Union of American Physicians and Dentists; Guild For  
4 Professional Pharmacists; Peace Officers Counsel of  
5 California; Association of Public Defender Investigators; and  
6 Los Angeles County Association of Environmental Health  
7 Specialists; and Unrepresented employees (all)

8

9 The Board did not take up this matter.

10

11 CS-5. CONFERENCE WITH REAL PROPERTY NEGOTIATORS (Government  
12 Code Section 54956.8) Provide instructions to its real estate  
13 negotiators with respect to a proposed new lease for the  
14 following property within the Bunker Hill Urban Renewal  
15 Project Area: Property: Parcels Q and W2 of the Bunker Hill  
16 Urban Renewal Project Area. County Negotiators: David E.  
17 Janssen and Martha Wellborne; Negotiating Parties: The Related  
18 Companies; Under Negotiation: Price and Terms.

19

20 No reportable action was taken.

21

22 CS-6. CONFERENCE WITH LEGAL COUNSEL - EXISTING LITIGATION  
23 (Subdivision (a) of Government Code Section 54956.9) Union of  
24 American Physicians and Dentists, et al. v. County of Los



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

1 Angeles, et al., Los Angeles Superior Court Case No. BS 083  
2 853.

3

4 This lawsuit challenges alleged curtailments at MLK/Drew  
5 Medical Center.

6

7 Action Taken:

8

9 The Board of Supervisors authorized its legal counsel to seek  
10 an appellate writ of review of the Superior Court's ruling on  
11 a discovery motion in this matter.

12

13 The vote of the Board of Supervisors was unanimous with all  
14 Supervisors being present.

15

16 CS-7. CONFERENCE WITH LEGAL COUNSEL - EXISTING LITIGATION

17 (Subdivision (a) of Government Code Section 54956.9) Los

18 Angeles Times v. Los Angeles County Board of Supervisors, Los  
19 Angeles Superior Court Case No. BS 094186

20

21 This lawsuit concerns allegations of Brown Act violations  
22 pertaining to the Board of Supervisors' Closed Sessions held  
23 on September 7, 2004 and September 13, 2004, under Item CS-2.

24

25 No reportable action was taken.



**The Meeting Transcript of  
The Los Angeles County Board of Supervisors**

REPORTER'S CERTIFICATE

I, Jennifer A. Hines, Certified Shorthand Reporter Number 6029/RPR/CRR qualified in and for the State of California, do hereby certify:

That the foregoing transcript of recorded proceedings was taken on Tuesday, April 12th, 2005, at the time and place therein set forth and recorded by the Los Angeles County Board of Supervisors, thereafter transcribed into typewriting under my direction and supervision;

And I hereby certify that the foregoing transcript of recorded proceedings is a full, true, and correct transcript of the recorded proceedings before the Los Angeles County Board of Supervisors.

I further certify that I am neither counsel for nor related to any party to said action, nor in anywise interested in the outcome thereof.

IN WITNESS WHEREOF, I have hereunto set my hand this 15th day of April, 2005.

\_\_\_\_\_(Signature on file)\_\_\_\_\_

JENNIFER A. HINES

CSR No. 6029/RPR/CRR